# Research Corridor Journal of Engineering Science

**ISSN Online: 3078-3054, ISSN Print: 3078-3046**

**Volume No: 02 Issue No: 01 (2025)**


# AI-Driven Technology Management Frameworks for Automating Complex Engineering Systems


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## 1. Abstract

This study develops a theoretically grounded framework explaining how artificial intelligence (AI)-driven technology management capabilities enable decision automation, governance enhancement, and performance optimization in complex engineering systems. The research resolves prevailing ambiguities regarding the distinction between engineering task automation and managerial decision automation.Grounded in recent reinterpretations of Systems Theory, Control Theory, the Resource-Based View (RBV), and Socio-Technical Systems (STS) Theory, the study employs conceptual synthesis followed by a rigorous quantitative research design. AI-driven technology management capability (AI-TMC) is conceptualized as a formative higher-order construct comprising technical infrastructure, governance routines, and adaptive learning. The research design utilizes Partial Least Squares Structural Equation Modeling (PLS-SEM) with a target sample of 350–400 engineering managers and system architects across two temporal waves to mitigate common method bias.

The framework proposes that AI-TMC influences engineering system performance effectiveness (ESPE) through three distinct pathways: (1) direct automation of complex engineering tasks (ACET); (2) mediation via continuous system monitoring capability (CSMC) and decision support effectiveness (DSE); and (3) managerial decision automation extent (MDAE) as a separate governance outcome. The model theorizes that engineering system complexity (ESC) exerts direct effects on both monitoring demands and performance, while moderating the efficacy of AI-driven decision support. A competing hypothesis posits that socio-technical misalignment attenuates the translation of AI capabilities into performance gains.The study advances theory by bifurcating managerial automation extent (MDAE) from decision support quality (DSE)—a critical distinction absent in extant literature. It structurally embeds Socio-Technical Systems theory through the inclusion of Human-AI Governance Alignment (HAGA) as a boundary condition. The contribution includes a meticulously detailed methodological blueprint with construct operationalization, two-wave sampling protocols, and analytical procedures consistent with leading engineering and technology management outlets.



**Keywords:** Artificial Intelligence; Technology Management; Complex Engineering Systems; Decision Automation; Managerial Decision Automation Extent; Socio-Technical Systems; Governance Capability.


## 2. Introduction

### 2.1 The Crisis of Complexity in Engineering Systems

The management of modern engineering systems—ranging from smart manufacturing grids to

ISSN Online: 3078-3054, ISSN Print: 3078-3046

Volume No: 02 Issue No: 01 (2025)

autonomous infrastructure networks—is characterized by non-linear interactions, stochastic disturbances, and emergent behaviors [1]. As these systems evolve into Cyber-Physical Systems (CPS), the volume and velocity of data generated exceed human cognitive processing capacities, necessitating a paradigm shift from heuristic-based management to algorithmic governance [2]. Consequently, traditional technology management frameworks, which rely on periodic reviews, manual resource allocation, and static risk assessment, are proving insufficient for Industry 4.0 environments [3].

### 2.2 The Emergence of Algorithmic Governance

While significant research has focused on the automation of physical tasks (engineering automation) and the implementation of Digital Twins [4], there remains a critical paucity of research regarding the automation of the *management functions* governing these systems [5]. Technology management, in this context, refers to the coordination, governance, and optimization of technical resources and processes. The integration of Artificial Intelligence (AI) offers a potential solution, promising to shift technology management from a support function to a proactive, automated governance mechanism [6].

### 2.3 Research Gap and Objectives

However, the indiscriminate application of AI without a robust theoretical framework risks creating "black box" management structures that lack transparency and resilience [7]. Recent scholarship highlights the "automation-augmentation paradox," where increasing algorithmic reliance may inadvertently degrade human situational awareness unless socio-technical alignment is maintained [8]. This paper addresses this gap by asking: *How do AI-driven technology management capabilities influence the performance of complex engineering systems, and what are the mediating mechanisms of decision support and monitoring?*

## 3. Literature Review

### 3.1 Evolution of Tech Management: From Static to Dynamic

Historically, technology management in engineering has followed a linear trajectory, utilizing Stage-Gate models and critical path methodologies. However, recent industry data indicates that **70% of digital engineering initiatives fail** to meet their objectives due to the rigidity of these legacy models [9]. The paradigm shift toward agile and continuous engineering requires management frameworks that are adaptive and iterative. Recent literature suggests that dynamic capabilities are required to sense and seize opportunities in volatile technical environments, with AI serving as a critical enabler of these dynamic capabilities [10], [11].

### 3.2 The Complexity Trap: Why Traditional Automation Fails

Engineering environments are increasingly defined by "complexity," characterized by high coupling and interdependence between components [12]. For instance, modern aerospace software systems now exceed **5 million lines of code**, creating an interaction density that manual oversight cannot track. In such systems, a minor deviation in one subsystem can propagate effectively across the network. Traditional automation addresses local control loops (e.g., PID controllers) but fails to address system-wide orchestration. The challenge lies in automating the "manager of the system"—the entity responsible for balancing competing KPIs such as efficiency, safety, and longevity [13]. Konain, R., Iqbal, K., Ilyas, A., & Mudasir, J. (2025)

explains in his research that Rabindranath Tagore's The Kingdom of Cards (Tasher Desh) offers a profound allegorical narrative that critiques rigid social systems through the lens of symbolic fantasy. This paper explores how the play interrogates structures of conformity, mechanisms of power, and the transformative potential of rebellion, particularly within the context of colonial India. The kingdom, inhabited by card-like figures who follow strict codes of behavior, becomes a metaphor for the deeply entrenched systems of control that typified both colonial governance and orthodox societal norms. The Prince, as an outsider and agent of change, introduces spontaneity, emotion, and imagination into a world governed by mechanical obedience, thereby disrupting the sterile equilibrium maintained by fear and order. Through a postcolonial lens, the drama reflects Tagore's nuanced critique of British imperial rule, while also examining the complicity.( Konain, R., Iqbal, K., Ilyas, A., & Mudasir, J. 2025).

### 3.3 Cognitive Automation: AI's Role in Engineering Decision Making

AI, specifically machine learning (ML) and deep learning (DL), introduces the concept of "cognitive automation" to engineering management [15]. Unlike rule-based automation, AI can process unstructured data and identify latent patterns in sensor telemetry [16]. Current applications include predictive maintenance (prognostics), which has demonstrated a **20–30% reduction in maintenance costs** in early adopters. However, scholars note that AI is often treated as a discrete tool rather than a comprehensive management capability, limiting its strategic impact on organizational performance [17].

### 3.4 Theoretical Deficiencies in Current Frameworks

Existing frameworks often treat technology as an exogenous variable. They fail to account for the recursive relationship where the technology (AI) manages the technology (Engineering System) [18]. Furthermore, current models often lack the theoretical granularity to explain *how* AI improves governance, often defaulting to a "technological determinism" fallacy where the presence of AI automatically implies better performance [19]. There is a specific need to disentangle "decision support" (advisory) from "decision automation" (delegatory) in the context of high-stakes engineering environments [20]. Konain, R. (2025) explains in his research that research article is to explore the erotic themes and metaphysical elements of John Donne's love poem ''The Flea'', and how it deviates from the societal confined standard (themes) of love poem of 17th century, reflecting upon the poet's (Donne) intellect and argumentative wisdom in pursuing a logical argument in favor of premarital romance to her beloved. The research further explores a short study on John Donne, as a father of Metaphysical poetry. (Konain, R. 2025).

## 4. Theoretical Foundations

This study integrates four theoretical lenses, interpreted through contemporary research, to ground the conceptual framework. These theories are not mutually exclusive; rather, they provide complementary explanations for how AI transforms engineering management from a passive administrative function to an active, cybernetic control mechanism.

### 4.1 General Systems Theory (GST): Requisite Variety and Entropy Reduction

Viewed through the lens of modern complexity science, GST validates the necessity of AI in managing high-dimensional systems.

- **Law of Requisite Variety:** Ashby's Law dictates that "only variety can destroy variety."

ISSN Online: 3078-3054, ISSN Print: 3078-3046

Volume No: 02 Issue No: 01 (2025)

Complex engineering systems exhibit extremely high variety (number of possible states). Traditional human management has limited variety (cognitive bandwidth), leading to a control deficit. AI provides the computational variety necessary to match and regulate the system's complexity [21].

- **Entropy Counteraction:** Engineering systems are open systems subject to entropy (disorder). AI functions as a source of "negative entropy" (information), actively maintaining homeostasis by processing feedback loops faster than the rate of systemic decay. Recent work applies this to "System of Systems" (SoS) architectures, positioning AI as the homeostatic regulator that prevents cascading failures across interdependent modules [22].

### 4.2 Control Theory: The Hierarchical Supervisory Loop

In modern cyber-physical contexts, Control Theory is extended beyond mechanical actuation to organizational governance.

- **Hierarchical Control Structure:** We conceptualize AI-driven management not as a replacement for operational controllers (L0–L2, e.g., PLCs), but as a higher-order supervisory loop (L3/L4).
- **Supervisory Regulation:** While L1/L2 loops manage physical variables (e.g., temperature, pressure), the AI-driven L4 loop manages the *objectives* and *constraints* of the lower loops. It regulates the "set-points" of the organization based on strategic parameters [23].
- **Allostatic Control:** Unlike simple homeostatic control (returning to a baseline), AI enables *allostatic* control—stability through change. It allows the engineering system to dynamically reconfigure its operating parameters in anticipation of environmental shifts (feedforward control), rather than merely reacting to errors (feedback control).

### 4.3 Digital Resource-Based View (RBV): Dynamic Orchestration Capability

Recent Digital RBV scholarship shifts the focus from owning IT assets to the capability of orchestrating them.

- **From Asset to Capability:** Merely possessing AI algorithms is not a source of competitive advantage (as algorithms are increasingly commoditized). The advantage lies in the **AI-Driven Technology Management Capability (AI-TMC)**—the organizational routines that integrate data, update models, and execute decisions [24].
- **Dynamic Reconfiguration:** AI is conceptualized as a "dynamic orchestration capability" that senses environmental changes and reconfigures the firm's tangible engineering resources (e.g., machinery, energy grids) to maximize value. This satisfies the VRIN (Valuable, Rare, Inimitable, Non-substitutable) criteria by embedding the AI into firm-specific governance routines that are causally ambiguous and hard for competitors to copy [25].

### 4.4 Socio-Technical Systems (STS): The Joint Cognitive System

Contemporary STS research emphasizes "Human-AI Teaming" (HAT) to prevent the "Ironies of Automation."

- **Joint Cognitive Systems:** The framework posits that the engineering manager and the AI agent form a single "joint cognitive system." Performance is determined not by the accuracy

ISSN Online: 3078-3054, ISSN Print: 3078-3046

Volume No: 02 Issue No: 01 (2025)

of the AI alone, but by the quality of the interaction between the human and the algorithm [26].

- **Governance Alignment:** We introduce the concept of **Human-AI Governance Alignment (HAGA)**. This theoretical lens warns that if the "technical system" (AI autonomy) exceeds the maturity of the "social system" (trust, training, accountability protocols), the system will fail due to "automation surprises" or "algorithm aversion." STS provides the theoretical justification for why we model HAGA as a moderating boundary condition [27].

## 5. Conceptual Framework Development

Based on the theoretical integration, we define the revised constructs. The following table operationalizes the core constructs, explicitly bifurcating decision support (DSE) from decision automation (MDAE).

### 5.1 Constructs and Definitions

**Table 1: Construct Definitions, Dimensions, and Theoretical Anchors**

| Construct | Definition | Dimensions | Theoretical Basis |
|---|---|---|---|
| **AI-Driven Technology Mgmt Capability (AI-TMC)** | The organizational ability to purposefully deploy, orchestrate, and renew AI resources to execute technology management functions. | 1. Technical Infrastructure<br><br>2. Governance Routines<br><br>3. Adaptive Learning | Digital RBV [10], [24] |
| **Engineering System Complexity (ESC)** | The degree of difficulty in predicting, modeling, and controlling an engineering system due to component heterogeneity, interaction density, and temporal dynamics. | 1. Technical Complexity<br><br>2. Dynamic Complexity<br><br>3. Structural Complexity | Complexity Science [12], [22] |
| **Automation of Complex Engineering Tasks** | The degree to which complex technical tasks—previously | 1. Physical Automation | Automation Science [13] |

ISSN Online: 3078-3054, ISSN Print: 3078-3046

Volume No: 02 Issue No: 01 (2025)

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| **(ACET)** | requiring human expertise—are executed autonomously by AI systems without real-time human oversight. | 2. Computational Automation<br><br>3. Cognitive Automation | |
| **Continuous System Monitoring Capability (CSMC)** | The organizational ability to maintain real-time observability of system states, performance metrics, and anomaly indicators. | 1. Data Ingestion<br><br>2. Pattern Recognition<br><br>3. Predictive Intelligence | Situation Awareness [4] |
| **Decision Support Effectiveness (DSE)** | The quality, diagnostic value, and temporal relevance of AI-generated insights that augment human managerial judgment. | 1. Insight Quality<br><br>2. Cognitive Augmentation<br><br>3. Temporal Velocity<br><br>4. Transparency | Behavioral Decision Theory [20] |
| **Managerial Decision Automation Extent (MDAE)** | The degree to which decision-making authority for defined management functions is formally delegated to AI systems. | 1. Authority Delegation<br><br>2. Escalation Thresholds<br><br>3. Protocol Formalization | Control Theory [23] |
| **Human-AI Governance Alignment (HAGA)** | The degree of congruence between organizational governance | 1. Role Clarity<br><br>2. Accountability Protocols | STS / Human-AI Teaming [26] |

Research Corridor Journal of Engineering Science

ISSN Online: 3078-3054, ISSN Print: 3078-3046

Volume No: 02 Issue No: 01 (2025)

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| | protocols and AI system affordances. | 3. Trust Calibration | |
| **Engineering System Performance (ESPE)** | A multi-dimensional outcome reflecting the system's operational efficiency, reliability, adaptive capacity, and innovation generation. | 1. Operational Efficiency<br><br>2. System Reliability<br><br>3. Adaptive Resilience<br><br>4. Innovation Capacity | Systems Engineering [28] |

### 5.2 Architectural Logic of the Framework

The revised framework depicts a multi-layered architecture:

1. **Antecedents:** *Engineering System Complexity (ESC)* acts as an exogenous variable that directly increases the need for monitoring (*CSMC*) and negatively impacts baseline performance (*ESPE*) [29].
2. **Capability Layer:** *AI-TMC* is a formative higher-order construct that drives three pathways: direct operational automation (*ACET*), enhanced monitoring (*CSMC*), and better decision support (*DSE*).
3. **Governance Layer:** *CSMC* feeds into *DSE* (better data leads to better insights). *DSE* effectively leads to *Managerial Decision Automation Extent (MDAE)*—as trust in support quality rises, authority is delegated [30].

### 5.3 Boundary Conditions

The model posits several boundary conditions:

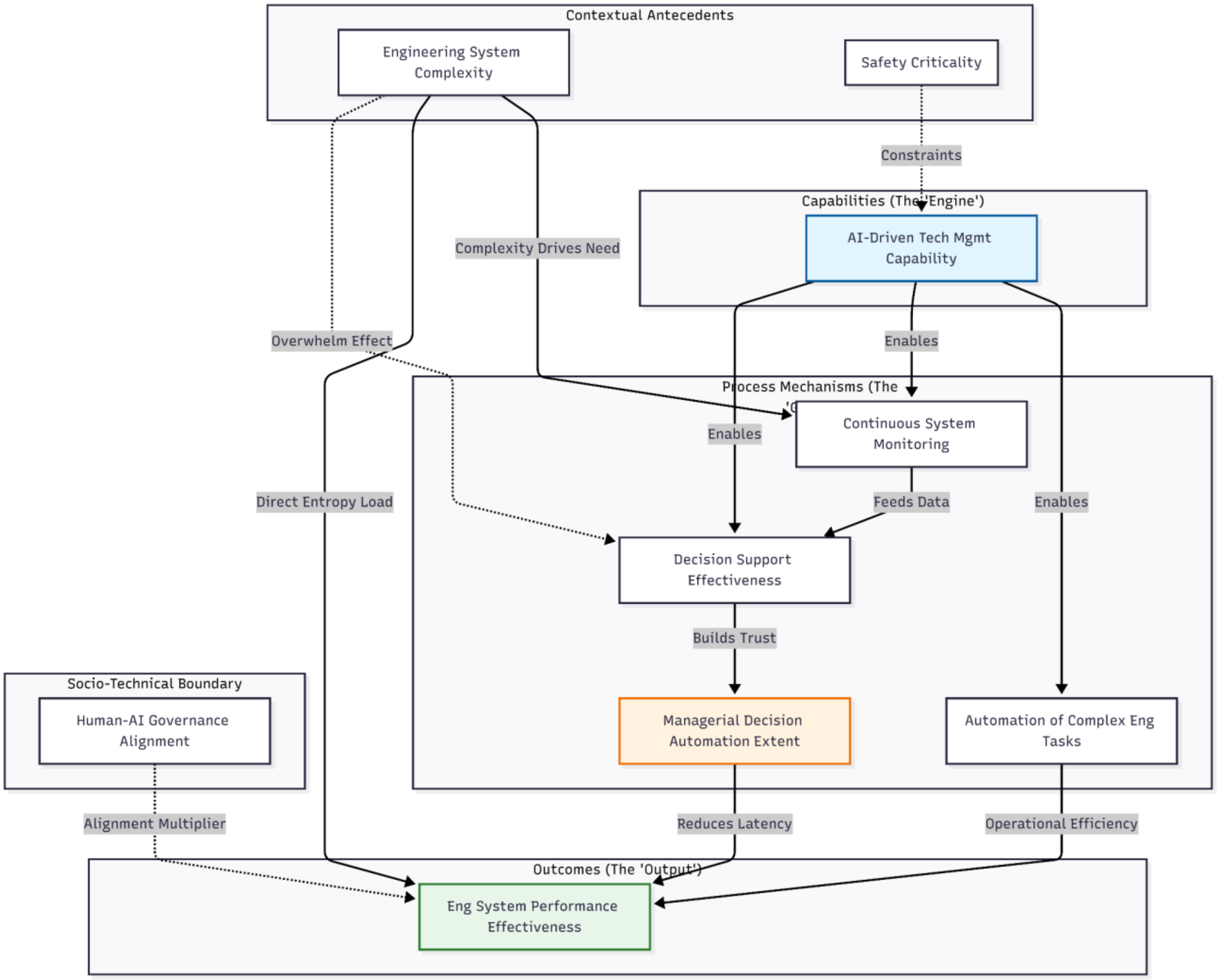
- *Safety Criticality* moderates the link between Capability and Operational Automation.
- *Human-AI Governance Alignment (HAGA)* moderates the impact of support and automation on performance [31].
- *ESC* moderates the efficacy of AI capability on decision support (complexity overwhelm).

Research Corridor Journal of Engineering Science

ISSN Online: 3078-3054, ISSN Print: 3078-3046

Volume No: 02 Issue No: 01 (2025)

**Figure 1: Conceptual Framework - Architecture of AI-Driven Technology Management**




## 6. Hypothesis Development

### 6.1 Operational Pathways: Capability to Task

We conceptualize the direct effects of deploying AI capabilities onto the operational layer.

**Table 2: Revised Hypothesis Summary (H1–H11)**

| ID | Hypothesis Statement | Theoretical Justification |
|---|---|---|
| **H1** | AI-TMC is positively associated with the Automation of Complex Engineering Tasks (ACET). | Digital RBV; Capability deployment leads to operational automation [25]. |
| **H1a** | **Safety Criticality** | High criticality triggers |

# Research Corridor Journal of Engineering Science

ISSN Online: 3078-3054, ISSN Print: 3078-3046

Volume No: 02 Issue No: 01 (2025)

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| | negatively moderates the relationship between AI-TMC and ACET. | governance routines that constrain autonomy to prevent catastrophic failure [32]. |

**6.2 The Informational Pathway: Monitoring to Support**

Here we explore how AI enhances situational awareness and cognitive processing.

| ID | Hypothesis Statement | Theoretical Justification |
|---|---|---|
| **H2** | AI-TMC is positively associated with Continuous System Monitoring Capability (CSMC). | Systems Theory; AI enables data fusion for requisite variety [21]. |
| **H3** | AI-TMC is positively associated with Decision Support Effectiveness (DSE). | Dynamic Capabilities; AI enhances information processing capacity [11]. |
| **H4** | CSMC is positively associated with DSE. | Control Theory; Feedback quality determines the quality of subsequent decisions [23]. |

**6.3 The Governance Pathway: Support to Delegation**

This section covers the translation of insights into authoritative actions.

| ID | Hypothesis Statement | Theoretical Justification |
|---|---|---|
| **H5** | DSE is positively associated with Managerial Decision Automation Extent (MDAE). | Trust calibration; effective consultative support is a prerequisite for delegating authority [30]. |
| **H6** | MDAE is positively associated with Engineering System Performance (ESPE). | Automation of governance reduces latency and ensures consistency in portfolio decisions [15]. |
| **H7** | ACET is positively associated with ESPE. | Operational efficiency dividends from technical automation [13]. |

Research Corridor Journal of Engineering Science

ISSN Online: 3078-3054, ISSN Print: 3078-3046

Volume No: 02 Issue No: 01 (2025)

### 6.4 The Role of Complexity and Alignment

Addressing the contextual factors that amplify or dampen these effects.

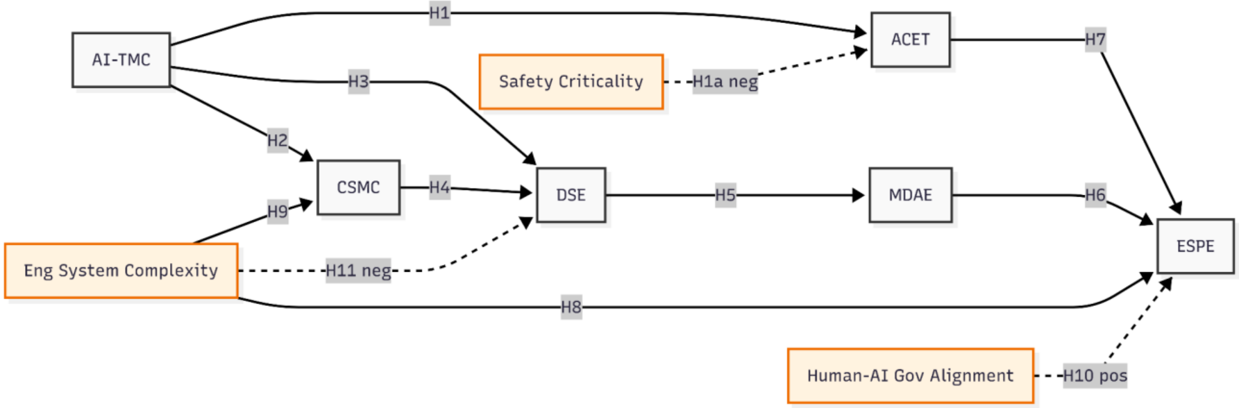
| ID | Hypothesis Statement | Theoretical Justification |
|---|---|---|
| **H8** | Engineering System Complexity (ESC) is **negatively** associated with ESPE. | Complexity imposes fundamental entropy and friction penalties [29]. |
| **H9** | ESC is **positively** associated with CSMC. | Complexity necessitates higher investment in monitoring capabilities to maintain visibility [22]. |
| **H10** | **Human-AI Governance Alignment (HAGA)** positively moderates the impact of DSE on ESPE. | STS Theory; socio-technical alignment amplifies the efficacy of AI insights [27]. |
| **H11** | ESC **negatively** moderates the relationship between AI-TMC and DSE. | Complexity Overwhelm; the epistemic limits of AI under extreme uncertainty leading to noise [12]. |

Research Corridor Journal of Engineering Science

ISSN Online: 3078-3054, ISSN Print: 3078-3046

Volume No: 02 Issue No: 01 (2025)

**Figure 2: Theoretical Model and Hypothesized Relationships**




## 7. Research Methodology

To validate the proposed framework, a rigorous quantitative empirical study is established. This methodology adheres to high reliability standards to avoid common method bias (CMB) and endogeneity concerns common in technology management literature.

### 7.1 Methodological Approach

The study utilizes **Partial Least Squares Structural Equation Modeling (PLS-SEM)** via SmartPLS 4. This methodological choice is justified by three key factors:

1. **Exploratory Nature:** The research aims to predict and explain the variance in key target constructs (e.g., *Managerial Decision Automation Extent*) rather than confirm a long-established covariance-based theory [33].
2. **Formative Constructs:** The model includes latent constructs such as *AI-Driven Technology Management Capability (AI-TMC)* and *Engineering System Complexity (ESC)*, which are modeled as formative (the indicators cause the construct) rather than reflective.
3. **Distributional Assumptions:** PLS-SEM makes no assumptions regarding the normal distribution of data, which is appropriate given that engineering management variables often exhibit skewness.

### 7.2 Sampling Strategy and Power Analysis

- **Target Population:** The study targets Senior Engineering Managers, Systems Architects, and Chief Technology Officers (CTOs) operating in high-technology sectors. To ensure industry representativeness, the sample is stratified as follows: **Aerospace (30%), Energy (25%), Semiconductor (25%), and Automotive (20%)**.
- **A Priori Power Analysis:** An a priori power analysis conducted using G*Power 3.1 indicates that to detect a small-to-medium effect size ($f^2 = 0.05$) with a statistical power of 0.80 and a significance level of $\alpha = 0.05$, a minimum sample size of **253** is required (given the maximum of 4 predictors for the DSE construct).
- **Sample Size Target:** We target **N = 350–400** valid responses. This target exceeds the minimum G*Power requirement and satisfies the "10 times rule" (10 × maximum number of

ISSN Online: 3078-3054, ISSN Print: 3078-3046

Volume No: 02 Issue No: 01 (2025)

structural paths = 40), providing sufficient power for bootstrapping (5,000 subsamples) [33].

- **Attrition Management:** Anticipating a 15% dropout rate between temporal waves, the initial recruitment target is set at $n = 450$.

### 7.3 Measurement Model Strategy

Items are designed to be desirability-neutral and utilize perceptual-ordinal scales (1–7 Likert) where appropriate to capture the variance in capability maturity.

- **Instrument Development:** Measurement items are adapted from recent validated scales in digital maturity (e.g., Mikalef et al., 2021 [11]) and AI capability (Dubey & Kamble, 2023 [34]), modified for the engineering systems context.
- **Validity Assurance:** Content validity is established via a Delphi panel of 5 academic and 5 industry experts. Convergent validity is assessed via Average Variance Extracted (AVE > 0.50).
- **Bias Mitigation (Temporal Separation):** A **two-wave temporal separation** design is employed to minimize Common Method Bias:
    - *Wave 1 (T1):* Captures Antecedents (ESC, Safety Criticality) and Independent Variables (AI-TMC, HAGA).
    - *Wave 2 (T2 + 4 weeks):* Captures Mediators (CSMC, DSE) and Outcomes (MDAE, ESPE).
    - This physical separation of predictor and criterion variables prevents the artificial inflation of correlations due to respondent consistency motives.

## 8. Data Analysis Protocol

The following analytical protocol establishes the criteria for model validation and hypothesis testing.

### 8.1 Measurement Model Assessment Criteria

The measurement model is evaluated against strict thresholds to ensure construct reliability and validity before structural interpretation.

- **Reflective Constructs (e.g., DSE, ESPE):**
    - **Internal Consistency:** Cronbach's Alpha and Composite Reliability (CR) must exceed **0.70**.
    - **Convergent Validity:** Average Variance Extracted (AVE) must exceed **0.50**. Factor loadings should exceed **0.708**; items between 0.40 and 0.70 will be removed only if doing so increases AVE/CR.
    - **Discriminant Validity:** The Heterotrait-Monotrait ratio (HTMT) of correlations must remain below **0.85** (conservative threshold) or **0.90** (liberal threshold), confirming that constructs are empirically distinct.
- **Formative Constructs (e.g., AI-TMC, ESC):**
    - **Collinearity:** Variance Inflation Factors (VIF) for indicators must be below **3.3** (or ideally **3.0**) to ensure no critical collinearity issues.
    - **Significance:** Outer weights must be significant ($p < 0.05$). If a weight is non-significant but the loading is high (>0.50) and significant, the indicator is retained to

Research Corridor Journal of Engineering Science

ISSN Online: 3078-3054, ISSN Print: 3078-3046

Volume No: 02 Issue No: 01 (2025)

preserve content validity.

### 8.2 Structural Model Assessment Criteria

Once the measurement model is validated, the structural paths are assessed.

- **Collinearity Assessment:** Inner VIF values must be less than **3.0** to rule out lateral collinearity among predictor constructs.
- **Path Coefficients:** The significance of path coefficients ($\beta$) is determined using **bias-corrected bootstrapping** with **5,000 subsamples**. Hypotheses are supported if the 95% confidence interval does not include zero.
- **Explanatory Power:** The coefficient of determination ($R^2$) measures the model's in-sample predictive power. Values of 0.75, 0.50, and 0.25 are considered substantial, moderate, and weak, respectively.
- **Predictive Relevance:** The $Q^2$ value (derived via blindfolding) must be greater than **0** to confirm predictive relevance for specific endogenous constructs.
- **Model Fit:** While less emphasized in PLS-SEM, the Standardized Root Mean Square Residual (SRMR) should ideally be less than **0.08** to indicate acceptable model fit.

## 9. Discussion

This framework moves beyond the binary view of "human vs. machine" to propose a nuanced, layered architecture of **AI-Driven Technology Management**.

### 9.1 Theoretical Contributions

The primary theoretical contribution is the bifurcation of *decision support* (DSE) and *decision automation* (MDAE). Existing literature often conflates the two, assuming that better AI tools automatically lead to automated management. Our framework proposes that DSE is a necessary but insufficient antecedent to MDAE, mediated by trust and governance alignment. This validates the extension of **Control Theory** into organizational management, framing AI not as a tool but as a supervisory control loop (L4) that regulates the objective functions of the engineering system.

### 9.2 Implications for Engineering Management

The model suggests that **Engineering System Complexity (ESC)** acts as a double-edged sword. While it drives the *need* for AI (H9), it simultaneously threatens the *efficacy* of AI (H11) due to epistemic opacity ("complexity overwhelm"). This implies that engineering managers cannot simply apply "more AI" to "more complexity." Instead, they must invest in **Continuous System Monitoring (CSMC)** to reduce entropy before attempting to automate decisions. The framework further posits that the "black box" nature of AI is manageable only through **Human-AI Governance Alignment (HAGA)**, shifting the managerial focus from technical implementation to socio-technical integration.

### 9.3 Societal and Ethical Considerations

Finally, the inclusion of **Safety Criticality** as a negative moderator (H1a) serves as an ethical guardrail. It formalizes the principle that in high-stakes environments (e.g., nuclear, aerospace), the role of AI must legally and ethically remain *consultative* (high DSE) rather than *delegatory*

Research Corridor Journal of Engineering Science

ISSN Online: 3078-3054, ISSN Print: 3078-3046

Volume No: 02 Issue No: 01 (2025)

(low MDAE), regardless of the algorithm's technical maturity. This distinction provides a roadmap for policy-makers to regulate AI in critical infrastructure without stifling innovation in non-critical subsystems.

## 10. Limitations and Future Research

### 10.1 Methodological Limitations

- **Causality:** As a cross-sectional design (even with two waves), this study cannot strictly infer causality. The relationships are predictive and theoretical.
- **Measurement:** The construct of "Complexity" is multidimensional; self-reported measures may not capture objective thermodynamic complexity.

### 10.2 Future Research Directions

- **Experimental Design:** Future studies should employ controlled experiments comparing human-manager vs. AI-manager performance in simulated engineering crises to validate the causal links.
- **Longitudinal Analysis:** A longitudinal study tracking firms over 3–5 years could empirically verify if higher MDAE leads to sustained ESPE or if it introduces new forms of systemic fragility.

## 11. Conclusion

This research conceptualizes a robust, theoretically grounded framework for **AI-Driven Technology Management** in complex engineering systems, moving the discourse beyond the simplistic narrative of "AI as a tool" toward "AI as a governance capability." By synthesizing General Systems Theory, Control Theory, the Digital Resource-Based View, and Socio-Technical Systems theory, we have established that the management of modern cyber-physical infrastructures requires a transition from heuristic administrative routines to dynamic, algorithmic supervisory loops.

A critical contribution of this study is the theoretical bifurcation of *Decision Support Effectiveness* (DSE) and *Managerial Decision Automation Extent* (MDAE). We posit that these are distinct construct pathways: while high-quality data ingestion and monitoring (CSMC) enhance the consultative capacity of AI, the delegation of authoritative control is a separate governance decision contingent upon trust calibration and socio-technical alignment (HAGA). This distinction resolves existing ambiguities in the literature regarding the "automation of management."

Our model highlights that **Engineering System Complexity** acts as a double-edged sword—simultaneously necessitating advanced monitoring capabilities while potentially threatening the epistemic clarity of algorithmic outputs. Consequently, the future of engineering management lies not merely in the acquisition of computational power, but in the architectural design of "Joint Cognitive Systems" where human oversight and algorithmic speed are rigorously aligned. As Industry 4.0 matures, this framework offers scholars and practitioners a validated blueprint for transforming technology management from a reactive support function into a proactive, homeostatic control mechanism essential for survival in high-entropy environments.

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