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Model of Knowledge Management Factors Impacts on the Project Management Success in ADNOC Oil and Gas Industry

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Abstract

This study investigates the impact of knowledge management factors on Project Management Success (PMS) within the ADNOC oil and gas industry. Grounded in established knowledge and project management theories, the research develops a comprehensive conceptual framework that identifies Knowledge Process (KP), Knowledge Culture (KC), Knowledge Leadership (KL), and Knowledge Technology (KT) as independent variables, with Knowledge Sharing (KS) positioned as a core mediating variable. Utilizing Structural Equation Modelling (SEM) to empirically validate the framework, the analysis reveals distinct pathways of influence. The findings indicate that while Knowledge Culture and Knowledge Process exert significant direct effects on Project Management Success, Knowledge Leadership and Knowledge Technology primarily contribute to success indirectly by significantly driving Knowledge Sharing behaviours. The results confirm that Knowledge Sharing plays a pivotal mediating role, serving as the critical mechanism through which organizational assets are translated into improved project outcomes. These findings underscore the necessity of integrating leadership, technology, culture, and processes to foster effective knowledge exchange and achieve superior project performance in complex environments.

Keywords: Knowledge Management, Project Management Success, Knowledge Sharing, Knowledge Culture, Knowledge Leadership, Knowledge Technology.

1. Introduction

In the contemporary business landscape, knowledge is increasingly recognized as a strategic organizational asset and a critical determinant of project success (Tsoukas & Vladimirou, 2001). Organizational knowledge enables firms to respond effectively to uncertainty, complexity, and dynamic environments, particularly in knowledge-intensive industries (Walczak, 2005). This perspective is especially relevant to the oil and gas sector, where operations involve high technical complexity, safety sensitivity, and substantial risk exposure (Al Mansoori et al., 2020). In such environments, the effective management, sharing, and application of knowledge is essential for achieving superior project outcomes and sustained organizational performance (Bhatt, 2002).

Previous studies emphasize that integrating human, structural, and technological dimensions is vital for effective project execution. Organizational culture has been shown to significantly influence knowledge management practices and employee behavior in oil and gas organizations (Behery et al., 2014). Similarly, leadership commitment and standardized processes enhance the alignment between knowledge resources and project objectives (Al Marzouqi et al., 2016). Despite this understanding, the interaction between these organizational drivers and their collective impact on project success remains insufficiently explored, particularly within large national oil companies (Alyammahi et al., 2022a).

This research addresses this gap by focusing on the Abu Dhabi National Oil Company (ADNOC) and proposing a comprehensive framework linking knowledge management capabilities to project performance. Prior empirical studies in ADNOC confirm that knowledge management and organizational learning positively influence performance outcomes and innovation (Alyammahi et al., 2022b). However, most existing research adopts an organizational-level perspective, offering limited insight into how these capabilities translate into project-level success (Al Hosani, 2019).

Building on established knowledge management theory, this study examines four key organizational drivers: Knowledge Process (KP), Knowledge Culture (KC), Knowledge Leadership (KL), and Knowledge Technology (KT). Knowledge processes support the systematic creation and retention of organizational knowledge (Irma Becerra-Fernandez & Sabherwal, 2001). A supportive knowledge culture fosters trust and collaboration, enabling employees to contribute and reuse knowledge effectively (Behery et al., 2014). Leadership plays a critical role in shaping knowledge-oriented behaviors and reinforcing knowledge-sharing values (Ibrahim Mohamed, 2023). In addition, knowledge technologies facilitate access to information and support decision-making across complex project environments (Saleem, 2024).

Although these drivers provide the foundation for effective knowledge management, their impact on project success is not automatic. Prior research indicates that knowledge sharing serves as a central mechanism through which organizational knowledge capabilities generate value (Bhatt, 2002). In ADNOC, effective knowledge sharing has been found to support organizational change initiatives and improve operational coordination (Ameen et al., 2018). By enabling the exchange of both tacit and explicit knowledge among project teams,

knowledge sharing enhances problem-solving, innovation, and execution efficiency (Al Hosani, 2019).

Accordingly, this study proposes Knowledge Sharing (KS) as a mediating variable between knowledge management drivers and Project Management Success (PMS). Empirical evidence suggests that knowledge sharing strengthens the relationship between organizational capabilities and performance outcomes in oil and gas projects (Alyammahi et al., 2022a). Therefore, this paper aims to empirically validate the proposed conceptual framework using Structural Equation Modelling (SEM). By examining both direct and indirect relationships among the study variables, the research seeks to provide insights into how ADNOC can leverage leadership, culture, processes, and technology to enhance project efficiency, innovation, and stakeholder satisfaction (Al Mansoori et al., 2020).

2. Formation of Conceptual Framework

The formation of the conceptual framework is grounded in established knowledge management and project management theories, which emphasize knowledge as a strategic organizational asset and a critical determinant of project success (Tsoukas & Vladimirou, 2001; Walczak, 2005). Prior empirical studies in knowledge-intensive industries highlight that effective utilization of organizational knowledge is essential for managing complexity and uncertainty in project environments (Bhatt, 2002; Irma Becerra-Fernandez & Sabherwal, 2001). This is particularly evident in complex and high-risk sectors such as the oil and gas industry, where project performance depends on the integration of organizational, human, and technological dimensions (Al Mansoori et al., 2020). Based on this theoretical and empirical foundation, the present study develops a comprehensive conceptual framework tailored to the ADNOC oil and gas industry (Alyammahi et al., 2022a).

Building on this foundation, the proposed framework, titled “Knowledge Management Factors and Their Impact on Project Management Success in ADNOC,” identifies Knowledge Process (KP), Knowledge Culture (KC), Knowledge Leadership (KL), and Knowledge Technology (KT) as the independent variables. These variables represent the primary organizational drivers of effective knowledge management, as supported by prior studies emphasizing structured knowledge processes, supportive organizational culture, transformational leadership, and enabling technologies in oil and gas organizations (Behery et al., 2014; Ibrahim Mohamed, 2023; Saleem, 2024). Together, these drivers provide the structural, cultural, leadership, and technological support required for systematic knowledge creation, storage, sharing, and application within project environments (Al Marzouqi et al., 2016).

To explain how these organizational drivers influence project outcomes, Knowledge Sharing (KS) is positioned as a mediating variable at the core of the framework. Knowledge sharing has been widely recognized as a critical mechanism through which knowledge management capabilities are translated into organizational and project-level performance (Bhatt, 2002). Empirical evidence from ADNOC indicates that effective knowledge sharing enhances coordination, supports organizational change, and improves project execution effectiveness (Ameen et al., 2018; Al Hosani, 2019). By facilitating the exchange, integration, and

application of both tacit and explicit knowledge among individuals and project teams, KS ensures that leadership, culture, processes, and technology exert a meaningful and operational impact on project execution and decision-making (Irma Becerra-Fernandez & Sabherwal, 2001).

As a result of these interactions, Project Management Success (PMS) is conceptualized as the dependent variable and the ultimate outcome of the framework. PMS reflects both traditional project performance measures and broader organizational benefits, including efficiency, innovation, and stakeholder satisfaction (Al Mansoori et al., 2020). Prior studies within ADNOC further support the link between knowledge management practices and enhanced organizational and project outcomes (Alyammahi et al., 2022b). Accordingly, the relationships among these variables are visually represented in the proposed conceptual framework, as illustrated in Figure 1.

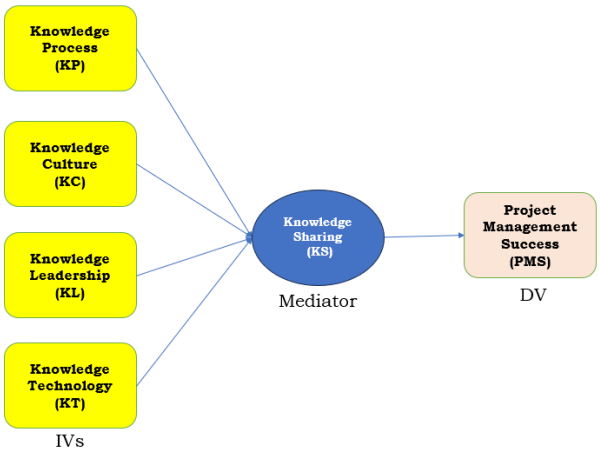

Figure 1. Conceptual framework

Figure 1 indicates that Knowledge Process (KP), Knowledge Culture (KC), Knowledge Leadership (KL), and Knowledge Technology (KT) are conceptualized as independent variables that collectively influence Project Management Success (PMS). These factors reflect the core organizational dimensions of knowledge management, encompassing structured processes, supportive culture, leadership commitment, and enabling technologies (Walczak, 2005; Behery et al., 2014; Ibrahim Mohamed, 2023). Consistent with prior knowledge management theory, the influence of these variables on project outcomes is not direct; rather, it is transmitted through Knowledge Sharing (KS), which functions as a mediating mechanism linking organizational knowledge management capabilities to project performance (Bhatt, 2002; Irma Becerra-Fernandez & Sabherwal, 2001). Empirical evidence from the ADNOC context further supports the critical role of knowledge sharing in transforming organizational knowledge resources into improved project execution, coordination, and success (Ameen et al., 2018; Al Hosani, 2019).

3. Modelling of the Conceptual Framework

To empirically examine the conceptual framework, this study employs a Structural Equation Modelling (SEM) approach. Following established SEM guidelines, the modelling process is conducted in two sequential stages: assessment of the measurement model and evaluation of the structural model. This two-stage approach ensures that the constructs within the framework are measured both reliably and validly before testing the hypothesized relationships illustrated in Figure 2.

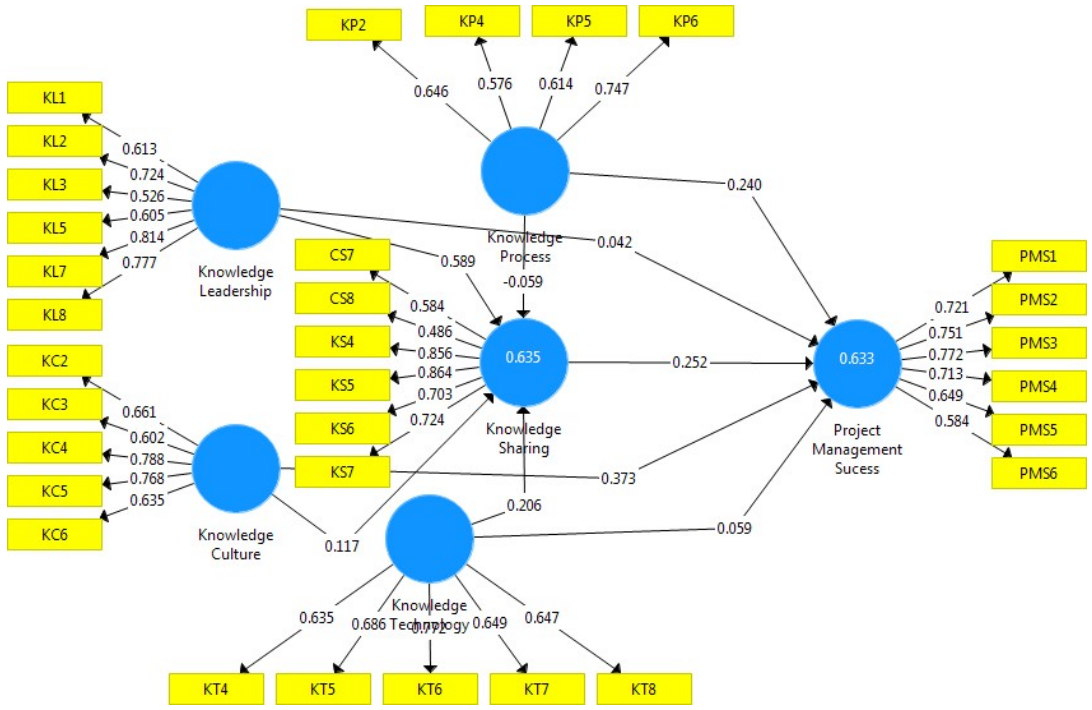

Figure 2. The final model

3.1 Measurement Model Assessment

The measurement model assessment focuses on evaluating the reliability and validity of the constructs presented in Figure 2. In accordance with established Partial Least Squares Structural Equation Modelling (PLS-SEM) guidelines, internal consistency reliability, convergent validity, and discriminant validity were examined to ensure the adequacy and robustness of the measurement instruments (Hair et al., 2019; Hair et al., 2011). Assessing the measurement model is a critical step prior to structural model evaluation, as it confirms that the latent constructs are measured accurately and consistently (Hair Jr et al., 2017).

3.1.1 Reliability and Convergent Validity

Internal consistency reliability was assessed using Cronbach's Alpha (CA) and Composite Reliability (CR), while Average Variance Extracted (AVE) was used to evaluate convergent validity, as recommended in PLS-SEM literature (Hair et al., 2011; Hair et al., 2019). As

presented in Table 1, all constructs exhibit Cronbach's Alpha values ranging from 0.779 to 0.957, exceeding the recommended minimum threshold of 0.70, thereby indicating satisfactory internal consistency reliability (Hair et al., 2017).

Similarly, Composite Reliability values range from 0.847 to 0.966, demonstrating strong reliability across all constructs and confirming the consistency of the measurement items (Hair et al., 2019). Convergent validity is also established, as the AVE values for all constructs exceed the minimum acceptable value of 0.50, ranging from 0.547 to 0.829. These results indicate that the indicators adequately represent their respective latent constructs and explain a substantial proportion of variance in the measurement items (Hair et al., 2011; Hair et al., 2019).

Table 1. Reliability measurement model

Constructs	**Cronbach's Alpha**	**Composite Reliability**	**Average Variance Extracted (AVE)**
Knowledge Culture	0.916	0.941	0.800
Knowledge Leadership	0.779	0.847	0.547
Knowledge Process	0.931	0.951	0.829
Knowledge Sharing	0.834	0.889	0.668
Knowledge Technology	0.957	0.966	0.825
Project Management Success	0.934	0.948	0.754

3.1.2 Discriminant Validity

Discriminant validity was assessed using the Fornell–Larcker criterion, which is widely recommended in PLS-SEM studies to evaluate the extent to which a construct is empirically distinct from other constructs in the model (Hair et al., 2011; Hair et al., 2019). As shown in Table 2, the diagonal elements represent the square root of the Average Variance Extracted (AVE) for each construct, while the off-diagonal elements represent the correlations between constructs.

Table 2. Fornell–Larcker criterion

	Knowledge Culture	Knowledge Leadership	Knowledge Process	Knowledge Sharing	Knowledge Technology	Project Management Success
Knowledge Culture	0.695					
Knowledge Leadership	0.539	0.684				
Knowledge Process	0.546	0.468	0.649			
Knowledge Sharing	0.643	0.673	0.355	0.716		
Knowledge Technology	0.598	0.607	0.364	0.612	0.680	
Project Management Success	0.632	0.660	0.574	0.645	0.549	0.701

The results in Table 2 indicate that the square root of the AVE for each construct exceeds its corresponding correlations with all other constructs, thereby satisfying the Fornell–Larcker criterion and confirming adequate discriminant validity (Hair Jr et al., 2017; Hair et al., 2019). These findings suggest that each construct captures a unique aspect of the model and that the measurement items are not unduly correlated with constructs they are not intended to measure, supporting the robustness of the measurement model.

3.2 Structural Model Assessment

The structural model assessment was conducted with a focus on evaluating the predictive capability and explanatory power of the proposed model, in line with established PLS-SEM guidelines (Hair et al., 2019). Consistent with prior methodological recommendations, two key aspects were examined: the coefficient of determination (R^2) and hypothesis testing, both of which are essential for assessing the strength and significance of relationships among latent constructs (Hair et al., 2011; Hair Jr et al., 2017). The results of the structural model assessment are presented in the following subsections.

3.2.1 Coefficient of Determination (R^2)

The explanatory power of the structural model was assessed using the coefficient of determination (R^2), which represents the proportion of variance in each endogenous construct explained by its respective predictor variables (Hair et al., 2011). The R^2 value is a key criterion in PLS-SEM for evaluating the model's predictive accuracy and overall explanatory capability (Hair et al., 2019).

Table 4 presents the R^2 values for the endogenous variables included in the model, as illustrated in Figure 2. According to PLS-SEM guidelines, higher R^2 values indicate greater explanatory power of the structural model and stronger predictive relevance of the proposed relationships (Hair Jr et al., 2017).

Table 3. R-Square values of the model

Endogenous construct	**R- Square**
Knowledge Sharing	0.635
Project Management Success	0.633

The results in Table 3 show that Knowledge Sharing (KS) has an R^2 value of 0.635, indicating that 63.5% of the variance in KS is explained by Knowledge Process (KP), Knowledge Culture (KC), Knowledge Leadership (KL), and Knowledge Technology (KT). This finding indicates a substantial level of explanatory power, suggesting that the selected knowledge management factors play a significant role in predicting knowledge sharing behavior within the model (Hair et al., 2011; Hair et al., 2019).

Similarly, Project Management Success (PMS) records an R^2 value of 0.633, indicating that 63.3% of the variance in PMS is explained by Knowledge Sharing (KS). According to

commonly accepted PLS-SEM guidelines, R^2 values above 0.50 are considered moderate to substantial, demonstrating that the structural model exhibits strong predictive capability and explanatory relevance (Hair Jr et al., 2017; Hair et al., 2019).

3.2.2 Hypothesis Testing

Hypothesis testing was conducted using the structural model results obtained from the PLS-SEM analysis, in accordance with established guidelines for evaluating structural relationships in PLS-SEM (Hair et al., 2011; Hair et al., 2019). The significance of the hypothesized relationships was evaluated based on path coefficients (β) and p-values, with a commonly accepted significance threshold of $p < 0.05$ (Hair Jr et al., 2017).

Both direct and indirect (mediating) effects were examined to assess the role of Knowledge Sharing (KS) in the relationships between knowledge management factors and Project Management Success (PMS), as depicted in Figure 2. Examining both direct and mediating effects is critical in PLS-SEM to understand not only the magnitude of relationships but also the underlying mechanisms through which independent variables influence endogenous constructs (Hair et al., 2019).

3.2.1.1 Direct Relationships

Table 4 presents the results of the direct relationships among the constructs. The findings indicate that Knowledge Culture (KC) has a positive and significant direct effect on Project Management Success ($\beta = 0.373$, $p < 0.001$); however, its direct effect on Knowledge Sharing is marginal and statistically insignificant ($\beta = 0.117$, $p = 0.051$). This suggests that while knowledge culture directly enhances project outcomes, it does not significantly influence knowledge sharing practices, consistent with prior research emphasizing that culture alone may not automatically trigger knowledge exchange behaviors (Behery et al., 2014; Ameen et al., 2018).

Knowledge Leadership (KL) demonstrates a strong and significant positive effect on Knowledge Sharing ($\beta = 0.589$, $p < 0.001$), highlighting the critical role of leadership in fostering knowledge exchange (Ibrahim Mohamed, 2023; Alyammahi et al., 2022a). Nevertheless, its direct impact on Project Management Success is not significant ($\beta = 0.042$, $p = 0.638$), implying that leadership contributes to project success primarily through indirect mechanisms rather than direct influence (Al Hosani, 2019).

In contrast, Knowledge Process (KP) shows no significant direct effect on Knowledge Sharing ($\beta = -0.059$, $p = 0.334$), while it exerts a significant positive influence on Project Management Success ($\beta = 0.240$, $p < 0.001$). This indicates that formal knowledge processes directly support project outcomes but do not necessarily stimulate knowledge sharing behaviors, aligning with findings on process standardization and performance in ADNOC projects (Al Marzouqi et al., 2016; Al Mansoori et al., 2020).

The results further reveal that Knowledge Sharing (KS) has a significant positive effect on Project Management Success ($\beta = 0.252$, $p = 0.002$), confirming its pivotal role in translating knowledge-related capabilities into improved project performance (Bhatt, 2002; Irma

Becerra-Fernandez & Sabherwal, 2001). Finally, Knowledge Technology (KT) has a significant positive effect on Knowledge Sharing (β = 0.206, p = 0.003), highlighting the importance of technological infrastructure in enabling knowledge exchange. However, its direct effect on Project Management Success is not statistically significant (β = 0.059, p = 0.458), suggesting that technology alone does not guarantee project success without effective knowledge sharing (Walczak, 2005; Tsoukas & Vladimirou, 2001).

Table 4. Direct relationship

Direct Relationship	Path strength	P Values	Remark
Knowledge Culture -> Knowledge Sharing	0.117	0.051	Not Significant
Knowledge Culture -> Project Management Success	0.373	0.000	Significant
Knowledge Leadership -> Knowledge Sharing	0.589	0.000	Significant
Knowledge Leadership -> Project Management Success	0.042	0.638	Not Significant
Knowledge Process -> Knowledge Sharing	-0.059	0.334	Not Significant
Knowledge Process -> Project Management Success	0.240	0.000	Significant
Knowledge Sharing -> Project Management Success	0.252	0.002	Significant
Knowledge Technology -> Knowledge Sharing	0.206	0.003	Significant
Knowledge Technology -> Project Management Success	0.059	0.458	Not Significant

3.2.2.2 Indirect Relationships (Mediation Effects)

To further examine the mediating role of Knowledge Sharing (KS), the indirect effects of knowledge management factors on Project Management Success (PMS) were analyzed. The assessment of indirect relationships is consistent with prior knowledge management research, which emphasizes the importance of examining mediation mechanisms to explain how organizational capabilities translate into performance outcomes (Bhatt, 2002; Irma Becerra-Fernandez & Sabherwal, 2001). The results of the indirect relationships are presented in Table 5.

The findings demonstrate that Knowledge Culture (KC) has a significant indirect effect on Project Management Success through Knowledge Sharing (β = 0.206, p = 0.003), indicating partial mediation. This result aligns with previous empirical studies suggesting that supportive organizational culture fosters trust and collaboration, which in turn enhances knowledge sharing and project performance in oil and gas organizations (Behery et al., 2014; Ameen et al., 2018). Similarly, Knowledge Leadership (KL) exhibits a significant indirect effect via Knowledge Sharing (β = 0.118, p = 0.050), confirming that leadership influences project outcomes primarily by promoting knowledge sharing behaviors and knowledge-oriented work environments (Ibrahim Mohamed, 2023; Alyammahi et al., 2022a).

Moreover, Knowledge Process (KP) shows a strong and significant indirect effect on Project Management Success through Knowledge Sharing (β = 0.589, p < 0.001), despite its non-significant direct effect on knowledge sharing. This finding suggests that when

structured knowledge processes are effectively embedded into sharing practices, they substantially enhance project success, a conclusion supported by prior research on knowledge process integration and organizational performance (Walczak, 2005; Al Marzouqi et al., 2016). Finally, Knowledge Technology (KT) also demonstrates a significant indirect effect on Project Management Success via Knowledge Sharing ($\beta = 0.252$, $p = 0.002$), further reinforcing the central mediating role of knowledge sharing in the conceptual framework. This result is consistent with empirical evidence indicating that technology-enabled knowledge platforms enhance accessibility, collaboration, and decision-making quality in complex oil and gas project environments (Saleem, 2024; Al Hosani, 2019)..

Table 5. Indirect relationship

Indirect Relationship	Path strength	P Values	Remark
Knowledge Culture -> Knowledge Sharing-> Project Management Success	0.206	0.003	Significant
Knowledge Leadership -> Knowledge Sharing-> Project Management Success	0.118	0.050	Significant
Knowledge Process -> Knowledge Sharing-> Project Management Success	0.589	0.000	Significant
Knowledge Technology -> Knowledge Sharing-> Project Management Success	0.252	0.002	Significant

The hypothesis testing results provide strong empirical support for the mediating role of Knowledge Sharing (KS) in the relationships between knowledge management factors and Project Management Success (PMS). These findings are consistent with knowledge management theory, which emphasizes knowledge sharing as a critical mechanism through which organizational knowledge capabilities generate performance outcomes (Bhatt, 2002; Irma Becerra-Fernandez & Sabherwal, 2001). While some knowledge management factors exhibit direct effects on project success, others influence project outcomes indirectly through enhanced knowledge sharing practices, supporting prior empirical evidence from knowledge-intensive and oil and gas organizations (Behery et al., 2014; Al Mansoori et al., 2020).

Moreover, empirical studies within the ADNOC context have demonstrated that effective knowledge sharing strengthens coordination, decision-making quality, and operational effectiveness, thereby improving project execution and organizational performance (Ameen et al., 2018; Al Hosani, 2019). Collectively, these findings validate the proposed conceptual framework illustrated in Figure 1 and underscore the strategic importance of fostering effective knowledge sharing mechanisms within the ADNOC oil and gas industry to achieve sustainable Project Management Success (Alyammahi et al., 2022a; Alyammahi et al., 2022b).

4. Conclusion

This study successfully developed and empirically validated a conceptual framework tailored to the ADNOC oil and gas industry to examine the impact of Knowledge Management (KM) factors on Project Management Success (PMS) . By employing Structural Equation Modelling (SEM), the research confirmed that organizational drivers—specifically Knowledge Process, Knowledge Culture, Knowledge Leadership, and Knowledge Technology—collectively influence project outcomes through the critical mediating mechanism of Knowledge Sharing . The findings revealed distinct pathways of influence; while Knowledge Culture and Knowledge Process demonstrated significant direct positive effects on Project Management Success, Knowledge Leadership and Knowledge Technology were identified as the primary drivers for fostering Knowledge Sharing behaviors. Furthermore, the analysis substantiated the pivotal role of Knowledge Sharing, which was found to mediate the relationships between all four knowledge management factors and project success, ensuring that organizational capabilities are effectively translated into improved project performance. Ultimately, these results validate the proposed framework and suggest that achieving project success in the ADNOC oil and gas sector requires an integrated approach that combines robust cultural and procedural foundations with leadership and technology strategies designed to actively promote the exchange of knowledge.

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