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The Impact of Organizational Factors on Project Success with a Mediating Role of Knowledge Sharing

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ABSTRACT

The purpose of this paper is to analyze the impact of Top Management Support (TMS) and Organizational Climate (OC) on Project Success (PS) and further the mediating role of Knowledge Sharing (KS) among employees working in telecom sector of Twin cities of Pakistan. After reviewing the literature on Top Management Support (TMS) and Organizational Climate (OC) and its relationship with KS and Project Success in an organization, this paper analyses these relationships using a total sample of 358 (including both supervisors and subordinates) from firms operating in telecom sector organizations of twin cities of Pakistan – Rawalpindi and Islamabad. Findings reveal that TMS and OC are directly associated with knowledge sharing and thus leading to the outcome of Project Success in twin cities of Pakistan. Organizational factors are positively associated with Project Success thus mediated by knowledge sharing variable. One of the main limitations of this paper is the cross-sectional design of the empirical research and the fact that data was collected from four types of telecom in Pakistan where Warid was unable to be targeted. Findings can direct manager's contribution in sharing quality knowledge which fosters both individual as well as organization success efficiently and effectively. The paper focuses on the researched relations among variables in Telecom sector of twin cities of Pakistan after conducting reliability analysis of 25 questionnaires. Validity also suggests authenticity of the constructs identified for this very research. Finally, the paper provides empirical evidence that these relations exist.

Keywords: Top Management Support; Organizational Climate; Knowledge Sharing; Project Success; Authenticity; Cross-sectional; Reliability; Telecom Sector; Pakistan.

1. INTRODUCTION

Alongside other functions of management such as finance, operations or information technology, Project management also developed into a separate subject discipline and the research literature on this term is growing at a faster pace than other related disciplines of the

field (Kenny, 2003). Now a day's organizations are increasingly utilizing this Project Management (PM) tool to handle the projects efficiently and effectively thus increasingly the performance and productivity on the other hand consequently (Frame, 1995). Although the field of project management is upgrading itself day by day and many literatures has been available on Knowledge Sharing and firm performance (Sheng &Hartono, 2013).

Several studies have been conducted and discussed the significance of the relationship between Organizational factors (OF) and Project success, but still there is an existence of a research gap to how the success of project success is influenced by the role of knowledge sharing (Mir & Pinnington, 2014). This study advances our knowledge in the field of Project Management by exploring the identified constructs between Knowledge Sharing, Organizational Factors and Project Success. The fundamental goal and objective of success of project is to present the project of better quality and reliability to its stakeholders or sponsor so that their level of satisfaction and gratification is maintained and as a result having large sum of investment (Niazi, Babar & Verner, 2010). In past studies, the effect of Knowledge sharing to various organizational factors has been described but still lacks its association with project success on empirical research basis (Feher & Gabor, 2006).

The main organizational factors that are considered vital for the success of the organizational projects like organizational size, organizational climate, industry type and top management support were not yet explored in the field of Project Management (Mir & Pinnington, 2014).Traces of literature on organizational climate, industry type and supervisory support were limited in its availability and access, thus raising the standards of the organization, mentioned organizational factors needed certain consideration of the researchers (Lee, Shiue & Chen, 2016).

Similarly, for the past few years, the importance of Organizational Factors (OF) and up till now the importance of Project Success with respect to the Organizational Performance have been discussed by many researchers. An enormous amount of background literature is available on hand regarding Organizational Factors (OF), but the systematic basis for Project Success and Knowledge Sharing is limited in the field of Project Management. Unlike subject of Knowledge Management, Knowledge Sharing variable has not been the subject to experimental studies especially in the context of Telecom Sector. In addition, most of the paststudies were conducted in outside world or developed countries like China and Japan.

Henceforth, there is a need to carry out empirical based research on Knowledge Sharing, Organizational factors and Project Success from a new cultural viewpoint like twin cities-Rawalpindi and Islamabad of Pakistan. Keeping these dilemmas in mind, this study aims to investigate the sub-component knowledge sharing of Knowledge management in telecom sector of twin cities of Pakistan. Hence, it becomes obligatory to address this problem, if the employees are not trained about the system changes how are they going to handle the complaints and therefore knowledge sharing is deemed very vital for the smooth flow of information and therefore the statement states: *"to understand the nature and level of impact produced by organizational factors on Knowledge Sharing and their resulting effect on success of the Projects like business operation support system-BOSS and customer relationship management system-CRMS in telecom sector of twin cities of Pakistan''*

Therefore, the current study caters another main organizational factor organizational climate (OC) along with top management support (TMS) and their link with project success (PS) in the presences of emerging and latest mediator knowledge sharing alternatively. The Telecom Sector is one of the fastest growing sectors of Economy of Pakistan and considers as a key driver for development, evolution, growth, and success. Moreover, 100 million mobile users are there in Pakistan and approximately 1.36 million people are currently employed in the telecom sector. This study, has aimed to investigate existing literature on variables such as organizational climate, support from top management, knowledge sharing, and project success to gain insights into whether there is any relationship between these variables.

Despite of several contributions in the growing literature of project management field, there is an existence for future studies respectively. Every organization in the world needs certain mechanism to tell the success stories totheir employees so to achieve higher levels of organizational success while competing withthe challenging competitors of the business world (Kwahk & Park, 2016). Now a day's business institutions and organizations in Pakistan are facing significant challenges on national level both in internal and external organizational factors respectively. To maintain the success and performance of the organization, one must develop a mechanism of knowledge sharing that will contribute to the working employees, to have more insight of the problems appearing and how tactfully they will be able to manage themselves in an organizational climate so that they will be on the highway of success. Hence, it is noted that if organizations tactfully manage the organizational factors thus establishing knowledge sharing mechanism, then

ultimately there is no point of organizational failure anymore.

The present research paper is conceptualized because of *theory of planned behaviour* where individuals' opinions, feelings, moods, judgements, actions, and behaviour are all prejudiced by their interaction with other peoples in any work setting. The theory of planned behaviour found its rooting's from theory of Reasoned Action, and it designate changes in human behaviour due to social influence, interaction, or environment. (Ajzen, 1981). The theory of planned behaviour is extensively applied in the domain of telecommunication sector where all software and knowledge sharing work is based on this theory (Kim & Koh, 2011). In this research, the theory has been used to define that how employees engage in innovative, trust, fairness or some information sharing climate to achieve the success as compared to competing environment by showing behaviour that is desired by their supervisors or top management of the organizations respectively. When top management shared the success stories among the employees in innovative, affiliated, and fair climate then definitely they will lead their team towards the level of effective and efficient performance or success of the organization (Ajzen, 1981). This study is an attempt to interplay between organizational climate, top management support, and project success, with knowledge sharing acting as a mediating factor. While similar research has been conducted in Taiwan, focusing solely on organizational culture, the significance of organizational climate and top management support cannot be understated in influencing organizational success. Notably, the impact of industry type remains unexplored in this study, despite its recognized importance, particularly for project-based organizations (Lee, Shiue & Chen, 2016).

2. LITERATURE REVIEW

Project Success

Project Success is considered as a multi-dimensional approach which is a combination of short term and long -term attainment of desired outputs or results i.e., effectiveness and efficiency of the project (Judgev et al., 2001). According to Sheng and Hartono (2013) the heartof the project management is the subject of project success. Project success is a topic which is ambiguously defined and possesses different perceptions to discrepancy about whether a project is successful or not (Liu & Walker, 1998). The term project success is usually producing a project of beneficial scope with minimumcost and best possible time (Joslin & Muller,2015). Success of any

project provides fruitful outcomes to any firm in terms of reduced cost, low risk, increased productivity or efficiency,enhancement of quality and moreover reliability of the stakeholders to invest more correspondingly (Serrandor & Pinto, 2015).

Various Organizational factors needed consideration while achieving the success for which proper mechanism of Knowledge management is going to established inside the organizations (Muler & Jugdev, 2012). Project success varies from project to project due to project size, uniqueness, and complexity (Khwahk & Park, 2016). If the project Knowledge is equally shared among the individuals associated with the project, then definitely there is no doubt that performance will increase ultimately leading to the success of the project (Sheng & Hartono, 2013).It is to be noted that perceived success is deemed to be important for IT projects where specification attainment is considered as the success of the project, timescales and budgetthus not leading an IT project towards the road of failures respectively (Lee, Shiue & Chen, 2016). Technical Performance, Personal growth, business performance, efficiency execution and customer satisfaction are five main criteria for efficient measuring of success of any project (Freeman & Beale, 1992). Hence project success is the efficient and effective completion of the set targets, scope, objectives, goals, or vision of any firm identified respectively (Mir & Pinnington, 2014). Knowledge sharing for any individual employee is talking to their colleagues, subordinates, co-workers, or supervisors to help them had done better work, more efficientlyand effectively at the workplace (Khwahk & Park, 2016). Research says that companies who sustain success advantages can only become possible through the employee's knowledge they possess, to actively complete their work tasks (Calantone et al., 2002). Knowledge sharing environment enables an organization to enhance success of the project by increasing the learning efforts of an employee's so that they will show better progress in an organization (Calantone et al., 2002). Knowledge is a mixture of standards, values, information, and experience; know how that could be documented and stored easily(Mir & Pinnington, 2014).

Knowledge Sharing

Knowledge sharing mechanism must be established among the supervisors and subordinates to deal with timely arisen issue so that the route of the organization be on the track of success respectively (Leal-Rodriguez et al., 2015). Formal knowledge sharing encompasses all organized forms of knowledge exchange within management or organizational structures, emphasizing the compulsory sharing of knowledge among all members of the organizational workforce (Shipton,

Dawson, and West, 2002). Organizations aim to foster knowledge sharing to facilitate learning throughout the organization, implementing various activities, resources, and services for this purpose (Calantone et al., 2002). Informal interactions, communication, and networks serve as key channels for informal knowledge sharing (Awazu, 2004). Business relationships among close ties, friends, and colleagues facilitate easy exchange and sharing of knowledge, contributing to a high-performance organizational culture (Argote et al., 2003). Trust and openness are essential preconditions for knowledge exchange and sharing within the business culture (Calantone et al., 2002). Informal settings such as lunches, dinners, and drinks, as well as informal work meetings, play a significant role in fostering consultant-client relationships and facilitating knowledge sharing within organizations (Sturdy et al., 2006). Through informal interactions, employees unconsciously exchange knowledge, contributing to the continuous flow of information within the organization (Swap et al., 2001).

Top Management Support

Top management support is the strength of senior management or leader's involvement and interest in any project of the organization (Larson & Gray, 2014). Most of the time top managers are not interested to waste their precious time on providing support in terms of guidelines or motivation to employees which leaves an organization on the roads of poor performance or failures (Kerzner, 2013). If top management support provides mental and financial support, then the employees willbe more likely to show full concentration in achieving the destined objective or goals of the firm identified (Lee, Shiue & Chen,2016). Top management support is considered as the most important factor for the success of any organizational project (Hwang et al., 2012). Top management involves director, chairman, chairperson, president, CEO, board of directors or any senior personnel on the level of senior management in an organization (Denis & Denis, 1995). It is argued that if the top management of any organization is helpful towards their employees, then employees will feel motivated and committed to show best standards of performance thus leading an organization towards the level of success (Ahmed. Mohammad& Ahmad,2014).

Organizational Climate

According to Schneider (1990), Organizational Climate (OC) encompasses a set of shared beliefs, practices, and value systems followed within an organization. When individual employees' expectations and attributes align with the organizational climate, it reflects the overall arrangement

of daily working activities (Jaw & Liu, 2003). In companies or organizations where team members are oriented towards collaboration, sharing both formal and informal knowledge, and enhancing each other's Knowledge, Skills, and Abilities (KSAs), success is often the outcome (Janz & Prasarnphanich, 2003). Additionally, a higher degree of cooperative environment within an organization is associated with greater project success (Chen & Huang, 2007). Organizational Climate plays a pivotal role in driving knowledge sharing mechanisms (Chen & Lin, 2004), with three sub-factors—fairness, innovativeness, and affiliation—identified as key drivers influencing employees' perceptions. A cooperative environment where mutual trust is established among employees and innovative knowledge is shared is more likely to lead to organizational success and achievement (Knight & Menges, 2015).

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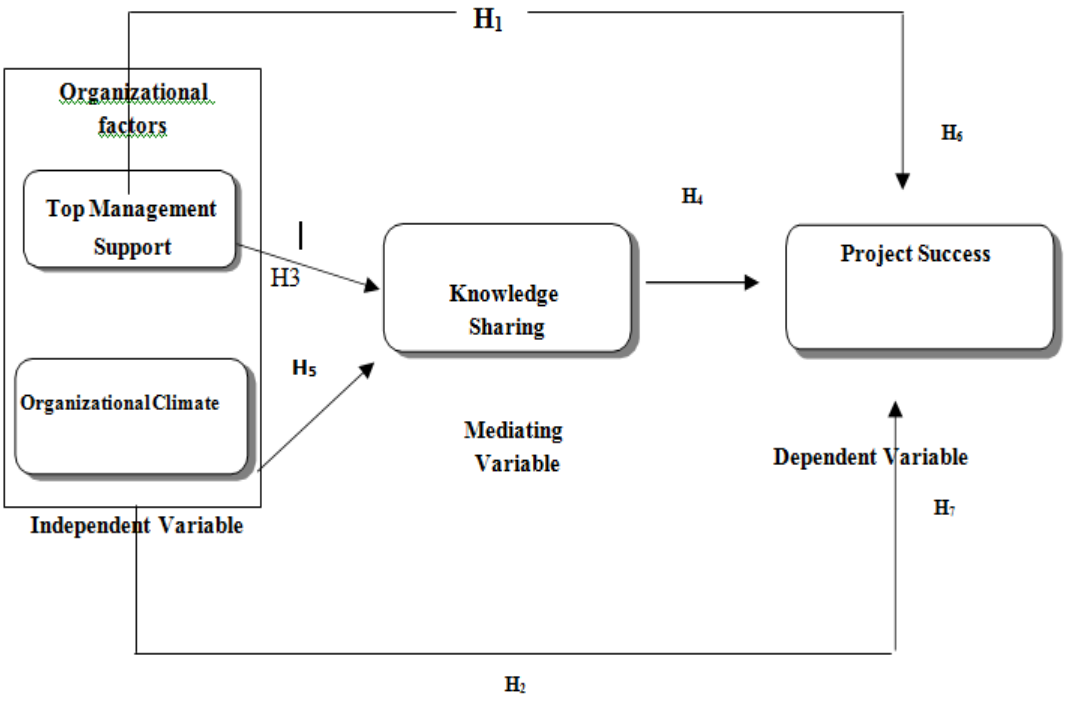
Framework of Study

The present research study has organizational factors (Organizational Climate and Top Management Support) as independent variable whereas project success as the dependent variable where mediating role is played by Knowledge Sharing. Henceforth, helping the past literature to grow more in the field of project management respectively



3. METHODLOGY

The fundamental viewpoint of this very independent research study is positivism and for which a deductive sort of approach is used to carry out the quantitative analysis (Questionnaire Method) of the identified construct. The construct of this study was identified through the literature review and in-depth interaction with Ms. Aleena Mukkaram, Assistant Professor at FJWU, Islamabad. This study is conducted in April 2016 and is constrained to Telecommunication Sector located in twin cities of Pakistan - Rawalpindi and Islamabad respectively. This research study is a combination of causal, descriptive and exploration study. Descriptive study was performed via questionnairesand statistical test analysis. Exploration is done via comprehensive reviewing of past literature and hypothesis were formulated where statistical tests on SPSS e.g., validity analysis, reliability testing, correlation testing, regression analysis and Preacher and Hayes mediation analysis at the later stage of this research. The population of the current study is individuals working at low, middle and topmanagement level of reputed telecom sector of twin cities of Pakistan.

According to Davis (2005) the sample size would be beneficial when the target size ofsample is 5 times the items of the constructed items and therefore the sampling size of ourpopulation is 250-300 individuals at top, middle and low-level management of the telecom sector of twin cities of Pakistan. It is impossible to collect data from the entire population and thus unpractical as well. According to Sekaran (2003) there are several types of sampling methods that can be used by researchers to collect the data from the most suitable target audience. Keeping the scope of time and cost constraints of this very research, Convenience Sampling Technique isused to require the appropriate response from the target audience identified i.e., network of family, friends and colleagues scattered in telecom sector of twin cities of Pakistan. The unit of analysis is defined as the level of gathering the data collection for the process of data analysis which is the later stage of the research (Sekaran, 2003). In this research, the unit of analysis were individuals working at low, middle and top management level in Telecom Sector of Twin cities of Pakistan. According to Neuman (2005), the type of investigation may be causal or correlationalstudy. In this research, we will look for both type of study; correlation for identifying the relation among the identified variables as well as the causal effect of organizational factorson project success with a mediating role of knowledge sharing. (Neuman, 2006).

The study setting is classified into two types: contrived and non-contrived study setting (Sekaran, 2003). This research is carried out in the non-contrived study setting with the only criterion of targeted audience having basic understanding about knowledge sharing, organizational factors, and project success to ensure correct and accurate responserate correspondingly. Project Success. Nine item of project success variable is adapted using Pinto and Prescott's Project Implementation Profile (1988). Instruments are adopted as five items on Knowledge Sharing are measured usingquestionnaire developed by Connelly and Kelloway (2003), three dimensions of organizational climate i.e., fairness, affiliation and innovativeness were used as indicators to create superordinate common construct of organizational climate in an organization developed by Chin and Gopal (1995), four items of Top management are measured by theitems developed by Vanlommel and de Brabander (1975). The questionnaire method is used where itemsof all scale is following five-point Likert scale rated from strongly agree = 1 to strongly disagree = 5 and is originally in English version. Data collecting instrument was sent to 30 employees in Zong Telecommunication to verify whether the construct for each variable is defined in the right direction or not. After the discussion with professionals and careful consultation of the literature, few changes wererecommended which were done afterwards.

4. DATA ANALYSIS & FINDINGS

Out of 358 respondents, 69.80% were males and 30.20% were females respectively.44.40% of the employees belongs to the age group of 20-29, 27.50% is of 30-39 years, 19.80% of the respondents is of 40-49 years, 7.50% is of 50-59 years, and only 0.30% of the respondents belong to the age group of 60-69 consequently. In telecom sector, 49 of the respondents belong to the position of Executive/ BOD, 134 respondents were project managers and 175 of the respondents were employees consequently. The demographic results are shown in table 2.3

Table 2. *Demographic analysis*

		Frequency	Percentage
Gender			
	Male	250	69.80%
	Female	108	30.20%
Age			
	20-29	159	44.40%
	30-39	100	27.90%
	40-49	71	19.80%

	50-59	21	7.50%
	60-69	1	0.30%
Individual Position in an Organization			
	Executive/BOD	49	14%
	Project Manager	134	37.40%
	Employee	175	48.90%

Descriptive statistics help us to precise enormous amount of data in a practical and compressed way (McDowall & Saunders, 2010). The mean value shows agreement among population, the mean value of Project Success quotient is 2.310 which shows that, Top Management Support and Organizational Climate has an impact on Project Success where Knowledge Sharing mediates the whole relationship. The value of skewness (SK) and kurtosis (KR) represent the data normality. The exact zero value of skewness and kurtosis suggest that data is perfectly normally distributed, since the values of skewness (Sk) and kurtosis (KR) lies within the range i.e., +/- 3 in the table below (Hair et al., 2010) not violating the value of normality. Table 3 shows all the variables with their respective mean and standard deviations, skewness, and kurtosis.

Table 3. *Descriptive Analysis*

Construct	Mean	Std. Deviation	Skewness	Kurtosis
Top Management Support	1.85	0.59	0.12	0.25
Organizational Climate	1.79	0.46	0.13	0.26
Knowledge Sharing	2.00	0.69	0.12	0.25
Project Success	2.31	0.56	0.13	2.26

The coefficient of correlation between Top management support and knowledge sharing is 0.354, Organizational Climate and knowledge sharing is 0.373 respectively for which $p<0.01$ whereas the coefficient of correlation between Knowledge Sharing and Project success is 0.552, Coefficient of correlation between Top Management Support and Project Success is 0.367 whereas the coefficient of correlation between Organizational Climate and Project Success is 0.380 respectively for which $p<0.01$ (Dancey & Reidy, 2004). This means that there is significant and positive association between Organizational Climate, Top Management Support, Knowledge Sharing and Project Success. Also, the correlation exists in between the variables is 0.4 to 0.7

which means a moderate sort of correlation to exists among the variables (Sharma, 2005).

Table 4. *Inter relation for Project Success and predictor variables (N=358)*

Construct	TMS	OC	KS	PS
Top Management Support (TMS)	1			
Organizational Climate (OC)	.345**	1		
Knowledge Sharing (KS)	.354**	.373**	1	
Project Success (PS)	.367**	.380**	.552**	1

* Correlation is significant at the 0.05 level (2-tailed).
**. Correlation is significant at the 0.01 level (2-tailed).

The value of alpha that is >.60 is an acceptable value (Hair, et al., 2010). The data for all thevariables seems to be reliable as the Alpha value for all the variables is more than 0.6. Cronbach's Alpha for Top Management Support is 0.705, Organizational Climate is 0.822, Knowledge Sharing is 0.831 and is Project Success is 0.767. As all the alpha values lies between the range 0.6 and 1, so the data is considered highly reliable one as shown in Table5.

Table 5: *Results of Reliability Analysis*

Dominant Variable	**No of Items**	**Cronbach's alpha**
Top Management Support (TMS)	4	0.705
Organizational Climate (OC)	10	0.822
Knowledge Sharing (KS)	5	0.831
Project Success (PS)	9	0.767

The factor loading value for all items is > .60 (McDowall & Saunders, 2010) showing thesignificant results therefore no item is dropped whereas all items loaded into one construct. EFA was facilitated by sample adequacy test using the Eigen value, Kaiser-Mayer-Olkin (KMO) and Bartlett's Test. The measures of KMO value should be greater than .06 and Bartlett's p value

should be 0.000, for questionnaire satisfying the condition suggested (KMO>0.6 and Bartlett's; p< 0.05). Table 6 shows the factor loading for the variables identified in the construct.

Table 6: *Factor Loadings for the Variables*

Construct	TMS	OC	KS	PS
Item 1	0.607	0.585	0.585	0.574
Item 2	0.535	0.514	0.617	0.512
Item 3	0.405	0.612	0.621	0.546
Item 4	0.604	0.633	0.643	0.597
Item 5		0.531	0.523	0.479
Item 6		0.447		0.605
Item 7		0.517		0.579
Item 8		0.453		0.500
Item 9		0.489		0.388
Item 10		0.493		
Item 11				
Eigen Values	2.152	3.887	2.990	4.780
% Of Variance Explained	53.80%	38.87%	59.79%	53.12%
KM. O	0.772	0.853	0.816	0.911
Barlett's Test	0.000	0.000	0.000	0.000

After it has been determined that there exists some relationship between independent and dependent variable through correlation analysis, the next step is to find outthe degree of impact Top Management Support and Organizational Climate has on Project Success through cause-and-effect relationship, so both linear and multiple regressions has been used for the mediation analysis.

Regression Analysis for hypothesis H1

From the results of regression analysis, a significant model predicting TMS quotient was appeared. The value of R^2= .132, showing approximately 13.2 % variation in Project Successquotient. The beta coefficients of TMS (β value equals to 0.367, where p value less than 0.05 is significant as sig value for the identified variables lies between the range of 0.00 to 0.05. The results acquired from regression analysis Table 7.0 shows that hypotheses 1 was supported as significant p-value is 0.000 lies within range of .00 to .05 and the Beta value of TMS shows that it brings 0.367 unit

change in PS. This means that 1 unit change in TMS will bring 36.7% change in PS. Relationship is showing a significance level of 0.000. Hence showing that, H1 is accepted. Table 7 shows the proposed acceptance of the hypothesis H1.

Table 7: *Regression Analysis for Top Management Support and Project Success*

Model	B	β	t	Sig.
TMS ⟶ PS	0.354	0.367	7.422	0.000

Note: R^2 =0.132, R=0.367, F=55.381, p= 0.000, p < 0.05, **p < 0.01

Regression Analysis for hypothesis H2

From the results of regression analysis, the value of R^2= .144, showing approximately 14.4 % variation in Project Success quotient. The beta coefficients of OC (β equals to 0.380, pvalue is less 0.05 is significant as p- values for the variables lies between 0.00 to 0.05. The effects obtained from regression analysis Table 8.0 displays that H2 was supported as significant p-value is 0.000 lies within the range of .00 to .05 with beta coefficients explaining projected change in Project Success (PS) quotient is because of Organizational Climate (OC). The Beta value of OC shows that it brings 0.380 unit change in PS i.e., 38% change in PS. Relationship is showing a significance level of 0.000. Hence showing that, H2 is accepted. Table 8 shows the proposed acceptance of the hypothesis H2.

Table 8: *Regression Analysis for Organizational Climate and Project Success*

Model	B	β	t	Sig.
OC ⟶ PS	0.470	0.380	7.754	0.000

Note: R^2 =0.144, R=0.380, F=60.119, p= 0.000, p < 0.05, **p < 0.01

Regression Analysis for hypothesis H3

From the results of regression analysis, the value of R^2= .126, showing approximately 13% variation in Knowledge Sharing quotient. The beta coefficients of TMS (β equals to 0.354, p value is less than 0.05 is significant as p- values for the variables is 0.000 lies between the range 0.00 to 0.05. The results acquired from regression analysis from Table 9.0 shows that H3was supported as

significant p-value lies within .00 to .05. The Beta value of TMS shows that it brings 0.354 unit change in KS i.e., 35.4 % change in KS and positive value of beta indicates that there exists a direct positive relationship among the two variables respectively.Hence showing that, H3is accepted. Table 9 shows the proposed acceptance of the hypothesis H3.

Table 9: *Regression Analysis for Top Management Support and Knowledge Sharing*

Model		B	β	t	Sig.
TMS →	KS	0.418	0.354	7.153	0.000

Note: R^2 =0.126, R=0.354, F=51.167, p= 0.000, p < 0.05, **p < 0.01

Regression Analysis for hypothesis H4

From the results of regression analysis, the value of R^2= .139, showing approximately 14% variation in Knowledge Sharing quotient. The results obtained from regression analysis from Table 10 shows that hypotheses 4 was supported as significant p-value lies within .00 to .05. The Beta value of OC shows that it brings 0.373 unit change in KS i.e., 37.3 % change in KSand positive value of beta indicates that there exists a direct positive relationship among the two identified variables respectively. Hence showing that, H4 is accepted. Table 10 shows theproposed acceptance of the hypothesis H4.

Table 10: *Regression Analysis for Organizational Climate and Knowledge Sharing*

Model		B	β	t	Sig.
OC →	KS	0.563	0.373	7.58	0.000

Note: R^2 =0.139, R=0.373, F=57.454, p= 0.000, p < 0.05, **p < 0.01

Regression Analysis for Hypothesis H5

From the results of regression analysis, the value of R^2= .305, showing approximately30.5% variation. The beta coefficients of KS (β value equals to 0.552 and p value is less than 0.05 is significant as p- values for the variables is 0.000 lies in-between 0.00 to 0.05 range. The results obtained from regression analysis from Table 5.0 shows that hypotheses 5 was supported. The Beta value of KS shows that it brings 0.552 unit change in PS i.e., 55.2 % change in PS and positive

value of beta indicates that there exists a direct positive relationship among the two identified variables respectively. Hence showing that, H5 is accepted. Table 11 shows the proposed acceptance of the hypothesis H5.

Table 11: *Regression Analysis for Knowledge Sharing and Project Success*

Model	B	β	t	Sig.
KS → PS	0.451	0.552	12.493	0.000

Note: R^2 =0.305, R=0.552, F=156.058, p= 0.000, p < 0.05, **p < 0.01

Mediation Analysis for Hypothesis 6

Preacher and Hayes (2008) macro for mediation was conducted to test the hypothesis6 and 7. The results indicate that Knowledge sharing KS mediates the relationship between Top Management Support TMS and Project Success PS (Lower 95% Confidence Interval=0.101, Upper 95% Confidence Interval=0.276). We can say that indirect effect for this mediation is significant as zero doesn't occur between lower and upper limits (Preacher & Hayes, 2008). In table 13, the result indicated that Knowledge sharing help employees to have TopManagement Support at workplace, which in turn leads to increased Project Success of the Organization. Furthermore, the significant direct effect (i.e., TMS PS) indicates a partial mediator role of Knowledge sharing between TMS and PS. It is evident from the performed tests that Hypothesis 6 is accepted on some solid procedural grounds or statistical tests on SPSS 20.

Path	Total Effect		Direct Effect [a]		Indirect Effect [b]	95% CI [c]	
	β	Sig Sig	β	Sig	β	Lower Level	Upper Level

TMS ⟶ KS ⟶ PS	0.395	0.000	0.189	0.000	0.418	0.000	0.101	0.276

Note: R^2=0.338, R=0.5816, F=90.749, p= 0.000, p < 0.05, **p < 0.01

TMS Top Management Support, KS Knowledge Sharing, PS Project

Successa TMS→ PS

b (TMS → KS) X (KS → PS)

c Determined by bootstrapping with bias- correction

Mediation Analysis for Hypothesis 7

The results indicate that Knowledge sharing KS act as a mediator between the relationship of Organizational Climate (OC) and Project Success (Lower 95% Confidence Interval=0.137, Upper 95% Confidence Interval=0.363). We can say that indirect effect for this mediation is significant as zero doesn't occur between lower and upper limits (Preacher & Hayes, 2008). In table 13, the result indicated that Knowledge sharing help employees to have suitable organizational climate at workplace, which in turn leads to increased Project Success of the Organization efficiently and effectively. Furthermore, the significant direct effect (i.e., OC & PS) indicates a partial mediator role of Knowledge sharing between OC and PS. It is evident from the performed tests that Hypothesis 7 is accepted on some solid procedural grounds or statistical tests on SPSS 20.

Table 13: *Mediation Analysis of Knowledge Sharing*

Path	Total Effect		Direct Effect [a]		Indirect Effect [b]		95% CI [c]	
	β	Sig	β	Sig	β	Sig	Lower Level	Upper Level

OC → KS → PS	0.3898	0.000	0.250	0.000	0.563	0.000	0.137	0.363

Note: R^2=0.139, R=0.373, F=57.454, p= 0.000, p < 0.05, **p < 0.01

OC Organizational Climate, KS Knowledge Sharing, PS Project

Successa OC→ PS

b (OC → KS) X (KS → PS)

c Determined by bootstrapping with bias- correction

A summary of the current study is presented in detail in table 15 as follows:

Table 14: *Summary of Hypothesis [H1-H7] Results*

Hypothesis No.	Hypothesis	Results
H1	Top management positively affects the project success	Accepted
H2	Organizational Climate significantly predicts the project success	Accepted
H3	Top management support significantly predicts Knowledge sharing	Accepted
H4	Knowledge Sharing positively affects the project success	Accepted
H5	Organizational Climate positively affects the Knowledge Sharing	Accepted
H6	Knowledge Sharing mediates the relationship between project success and top management support	Accepted
H7	Knowledge Sharing mediated the relationship between project success and organizational climate	Accepted

5. DISCUSSION ON FINDINGS & FUTURE RECOMENDATIONS

Firstly, this study inspects the relationship between OC and Knowledge Sharing. OC have been conceptualized and measured by the three dimensions of organizational climate i.e. fairness, affiliation and innovativeness were used as indicators to create superordinate common construct of organizational climate in an organization developed by Chin and Gopal (1995). Secondly, this is significant because fairness and affiliation are considered the most effective climate of the organization (Chen & Lin,2004), and the above mentioned 3 types of organizational culture are considered as the most important indicators of establishing an atmosphere that leads an employee towards this sort of perception where cooperative help will achieve the success goals of the project alternatively (Chen, Chuang & Chen, 2012). The relation between top management support (TMS) and knowledge Sharing (KS) creates a significant role in an organization (Mir & Pinnigton, 2015) by providing employees with the platform of guidance and support that help them in completing

their work tasks more efficiently and effectively, leading the organizational project towards success and accomplishment (Larson & Gray, 2014) and hence showing significant relationship among [H1-H5] alternatively. Finally, the result of Preaches and Hayes analysis [H6-H7], it is suggested that all hypothesis is accepted and supported, thus considering the research model viable. Under such circumstances or conditions, employees will feel motivated and obliged to respond towards the organization through process of Knowledge Sharing mechanism. It is the key responsibility of the managers to share the knowledge and provide good organizational climate and top management support so that it will help and motivate the employees to show better project success which will not only benefits the organization but themselves too by promoting career wise. As direct knowledge sharing seems to be more effective way of achieving the solution of the problem faced by employees in an assigned task by the superior authority in an organization, this will facilitate them to perform better and achieving goals successfully. Hence it is concluded that when the mechanism of Knowledge Sharing is maintained in an organizational climate of trust, affiliation and innovativeness and support provided from the top management level of the organization than the employees will feel more motivated and committed towards the attainment and accomplishments of the organization projects efficiently and effectively. Telecom Sector is paying keen interest in maintaining the TMS and OC in such a way that KS among supervisors and employees most likely to occur in a best fit way that it helps the projects of the organization to move on the roads of success with full commitment, determination, and strength correspondingly.

The limitation of this research study is its narrow data source, which may impact the generalizability of the results. To address this, future studies should consider utilizing a broader data source to enhance the representativeness of the findings. Additionally, the use of convenient sampling due to time and cost constraints limited the study to a few telecom organizations. Employing other sampling techniques such as quota sampling in future research could yield more diverse and relevant results from various provinces of Pakistan. Furthermore, future studies may benefit from conducting a comparative analysis by including an equal representation of males and females in the population to examine how the proposed framework operates across genders. Additionally, considering the direction of flow of knowledge sharing between employees and supervisors of different faiths could provide valuable insights. This would involve conducting a comparative study to understand how knowledge sharing practices vary within different cultural contexts. Lastly, while all variables in this study were measured through

questionnaires, it is acknowledged that this method may introduce biases due to individuals providing higher or lower estimates of the variables. To mitigate this, future research could employ alternative methods such as discussions and interviews to ensure more reliable and nuanced results.

6. RESEARCH IMPLICATION

The future study may/can include Telecom sector organizations from other cities of Pakistan as well or any other private and public based organizations. Future research may be conducted from the receiver point of view that knowledge sharing from employees may alsoplay a vital role in the model. This research study may be conducted with the impact of industry types and other demographic variables as a new factor where mediating role is still played by knowledge sharing. The result of this research has significant theoretical implications such as it contributes in the growing literature of Knowledge Sharing (KS) where organization should carefully establish the required planned behaviours among employees and top management level so that they can trust their bosses and supreme authorities in terms of loyalty, satisfaction, motivation and commitment to show better success performance in their assigned work tasks so that the projects be completed efficiently and effectively resulting in achieving the desired organizational goals and objectives alternatively.

Improving the KSA's of the working employees will lead employees to the improvement of not only the individual competencies but also the organizational competencies. Results obtained from this research also supported the fact that if top management support and organizational climate of the organization is well sustainable insharing knowledge will lead an organization towards the road of success by achieving the projects of organization efficiently and effectively.

This research contributes a positive outlook in schools, informational technology likecompanies, software houses, construction companies, textile houses and any industrial sector where perspective of sharing knowledge creates a climate of support and guidance yields an employee to think innovatively to have better output which will not only contributes to the better and fruitful employee as well as organizational performance correspondingly.

Therefore, organizations should carefully examine and manage their employees by establishing a fair, affiliated and innovate climate plus top-level management support so that there exists a

proper mechanism for flow of knowledge or information so that possible effective sharing takes place among the employees and managers to have better project success and alternatively the organizational success also.

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