

AN ASSESSMENT MODEL BASED ON THE ROLE OF KNOWLEDGE  
MANAGEMENT FACTORS IN PROJECT MANAGEMENT PERFORMANCE  
OF BUSINESS ORGANISATIONS IN THE UAE

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## ABSTRACT

Knowledge management has emerged over the last few decades and became one of the most debated and discussed management concepts. However, in the project management industry, knowledge management (KM) investigation in the eastern countries, especially in the middle east, is still a way behind western countries in this area investigation. Hence, business organisations from the UAE have a tendency for poor performance compared to the Western and Southern business organisations, and failed to facilitate organisational efficiency by ignoring the importance of managing knowledge appropriately. Additionally, the impact of knowledge management on project management success has not been researched enough by using both the infrastructure and process capabilities of the business organisations in the United Arab Emirates (UAE). This research intends to fill this gap in KM investigation by examining the impact of knowledge management factors on construction project management successes of business organisations in the United Arab Emirates (UAE). This study adopted a quantitative method design and simple random sampling was applied to pick a representative sample of 271 respondents. The respondents consist of managers and employees from various business organisations around the UAE. The questionnaire survey was the chosen instrument that was employed in this study and after which, the data collected was analysed using descriptive statistics and multiple regressions. Structural Equation Modelling (SEM) technique was used for confirmatory factor analysis, followed by the specification and estimation of the models. The results found that there are four factors of KM that have a significant impact on construction project management, including knowledge process, knowledge leadership, knowledge technology, and knowledge culture. The findings also showed that these factors of KM have a significant relationship with project management success in construction organizations in the UAE. It is concluded that it is important to improve KM since it is essential to enhance construction project management performance, which in turn leads to improving the organization business performance.

## ABSTRAK

Pengurusan pengetahuan telah muncul sejak beberapa dekad yang lalu dan menjadi salah satu konsep pengurusan yang paling diperdebatkan dan dibincangkan. Walau bagaimanapun, dalam industri pengurusan projek, pengurusan pengetahuan belum mencapai skala aplikasi dan penyelidikan empirik yang sama seperti yang dicapai oleh bidang lain. Organisasi perniagaan dari UAE mempunyai kecenderungan untuk prestasi yang buruk berbanding dengan organisasi perniagaan Barat dan Selatan, dan gagal memfasilitasi kecekapan organisasi dengan mengabaikan kepentingan mengurus pengetahuan dengan tepat. Selain itu, kesan pengurusan pengetahuan terhadap kejayaan pengurusan projek belum cukup diteliti dengan menggunakan keupayaan infrastruktur dan proses organisasi perniagaan di Emiriah Arab Bersatu (UAE). Penyelidikan ini bertujuan untuk mengisi jurang ini dengan meneliti kesan faktor pengurusan pengetahuan terhadap kejayaan pengurusan projek organisasi perniagaan di Emiriah Arab Bersatu (UAE). Kajian ini menggunakan kaedah kuantitatif dan persampelan rawak mudah digunakan untuk memilih sampel yang mewakili 271 responden. Responden terdiri daripada pengurus dan pekerja dari pelbagai organisasi perniagaan di seluruh UAE. Tinjauan soal selidik adalah instrumen yang dipilih yang digunakan dalam penelitian ini dan setelah itu, data yang dikumpulkan dianalisis menggunakan statistik deskriptif dan regresi berganda. Teknik Structural Equation Modeling (SEM) digunakan untuk analisis faktor pengesahan menggunakan AMOS versi 18 diikuti dengan spesifikasi dan estimasi model. Hasil kajian mendapati bahawa terdapat hubungan yang signifikan antara pengurusan pengetahuan dan kejayaan pengurusan projek. Penting untuk mengkaji kesan proses pengurusan projek terhadap prestasi perniagaan pengurusan projek di UAE kerana ini akan membantu meningkatkan kejayaan menguruskan sesuatu projek. Penyelidikan ini juga mendedahkan kesan buruk dari faktor-faktor berpengaruh yang mempunyai kesan besar terhadap prestasi pengurusan projek. Sekiranya model yang dicadangkan dianggap mampu meningkatkan pelaksanaan pengurusan projek dengan menghilangkan rasa takut akan prestasi projek.

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## **CHAPTER 1**

### **INTRODUCTION**

#### **1.1 Introduction**

This research is aimed at evaluating the effect of knowledge management on the success of construction organisations in the United Arab Emirates (UAE) in project management. It is an introductory chapter of the whole study and addresses many important sections, such as the study summary, research history, problem statement followed by research questions and research goals. The relevance of the thesis subsequently reflects on the importance of carrying out the present analysis. The scope of the study is then presented and the study outline is also introduced to prepare the investigation as a whole. Finally, this chapter finishes with a brief overview of the chapter.

#### **1.2 Background of the Study**

In this era, business organisations are faced with a competitive market and continuous technological advancement. Generating unique knowledge through innovation would lead to a better organisational competitive positioning in the marketplace, which is pertinent for business organisations to sustain (Yeong, 2010). Project management is

seen as the new driver for organisations' competitiveness and overall firm performance. According to Nicholas and Steyn, (2017) project management in the current business environment is considered not only a solution for technical problems but also a way to improve business and to implement changes in an organisation. An organisation that desires efficiency should be applying project management tools and due to this, there is a need to study on project management performance.

The importance of having a project management system cannot be underestimated based on an earlier survey conducted by KPMG (2017) which covers all the business projects in New Zealand. Even though this survey did not focus on a specific type of projects, the analysis results indicated that Project Management (PM) had improved the general performance of an organisation. The result showed that 40% of surveyed business organisations which adopted PM were able to complete 30 projects within time, while 61% of business organisations have agreed that project success has also significantly improved with project management practices. Furthermore, 21% of the organisation's projects consistently delivered expected benefits to stakeholders and finally, 60% of these business organisations had an average of 4% improvement in portfolio structure compared to the previous year.

In the current global economy, knowledge management has been a critical success factor in the performance of an organisation competing in a turbulent market (Peng, 2013). The primary cause of the economic advantage for an organisation is knowledge, as identified by the practitioners and scholars (Grant & Gregory, 1997). Thus, an organisation in the twenty-first century needs to emphasise key knowledge management activities, in addition to traditional management practices. Even if the knowledge enabling environment exists in an organisation, the booming influence of its knowledge mainly depends on its individuals (Ipe, 2003). To advance and withstand modest benefits, organisations need to improve the efficiency of procedures to stimulate and generate knowledge. The competence to generate and apply new organisational knowledge is reflected as one of the critical foundations of the economic gain of a company (Leonard-Barton, 1992; Nonaka, 2014).

Today, the organisational environment is changing rapidly and the competitive environment is unpredictable. A business organisation's longevity and success depends on the ability of the enterprise to adapt and respond to the evolving aspects of the business environment through effective and efficient decisions and the appropriate use of employee knowledge and skills. Uprising global business and increasing

competition have created a possible enticement among business organisations to merge and unite their practical knowledge as a way of creating value for their business organisations that could be sustainable over an extended period. There is a need felt by many organisations to manage organisational knowledge by developing appropriate capabilities formally.

The emergence of the concept of knowledge management and its applications in project management is encouraging, particularly in organisations with plenty of challenges; the concern of some organisations to invest in initiatives that help the business grow and share its knowledge of the organisation. In addition, with the aid of the adequately run firms' project management approach, they work in an ever-increasing knowledge-based economy where business organisations have to attract and maintain clients, lower turnover rates for workers and reduce operating expenses, increase profits and strive to gain a sustainable competitive advantage in the industry. There are some examples where knowledge management can help enhance the organisation of companies.

Concurrently, the problem of the project's time overrun is of international concern which raises many issues (Ameh & Odusami, 2010). Some of these issues are legal action, adjudication, financial issues, anxiety among project stakeholders and many more. The project partners experienced many adverse results due to time overrun impacts in many business projects (Johnson & Babu, 2020). Several studies that have been conducted to identify factors that lead to project's time overrun in the United Arab Emirates (UAE) have found that time and cost overrun are issues from an information-processing point of view. However, in the knowledge era, a knowledge approach is required. Bonke and Winch (2002), explains that, during the business stage, the project team engages in finding out solutions to the problems by negotiations and therefore, learning and knowledge are created in the business environment. If those solutions are studied, recorded and put into practice in future projects, it has been a novel experience to the project team (Sexton & Barrett, 2003). The studies carried out in the business sector identified a movement towards knowledge management and organisational learning in solving business issues of the projects (Sergeeva & Duryan, 2021).

As a knowledge-intensive industry, project management consists of dynamic and complex network structures. Characteristics of project management such as intangibility, inseparability, perishability and variability of project management

methods and its complex nature make knowledge necessary for project management activities. Knowledge plays a vital role in the business industry which enables it to fulfil its functions efficiently and flawlessly with the help of knowledge management.

Therefore, knowledge management in business academia needed to be developed to incorporate inter-organizational issues relating to information stocks and flows within the organisation. The aim of this study is thus to investigate the effect of knowledge management on the performance of business organisations in the United Arab Emirates (UAE) in project management. The study also aimed to analyse and suggest best practises and techniques for knowledge management that could be implemented by business organisations to develop, capture and maintain information as a competitive advantage in business organisations and for potential use.

In addition, scholarly work on knowledge management is commonly available in previous studies, but there is no generally accepted concept of knowledge management, and it is interpreted differently in various studies. Defining knowledge management may be a challenge because it is a highly interdisciplinary field that attracts practitioners and academics from different fields such as information technology, philosophy, economics, library science, sociology, management, engineering, etc. (Omotayo, 2015).

Fortune 500 businesses lose at least \$31.5 billion annually, by failing to handle information, according to the International Data Corporation (IDC) (Babcock, 2004). According to Ambrosio (2000) as stated in Turban et al. (2005), companies have trouble in utilising and sustaining successful and profitable information management programmes and estimated failure in knowledge management vary from 50 per cent to 70 per cent, suggesting that not all significant goals have been reached.

The human factor is significant for the successful initiatives of knowledge management; this fact is primarily supported in the literature. For example, Cavaleri *et al.* (2005) suggested that around 80% of the knowledge management initiatives targeted nontechnical human investments in organisations. The literature shows examples of nontechnical investments in three main factors: organisational structure, organisational culture and business processes (Stankowsky, 2005; Walczak, 2005; Yang & Chen, 2007).

In pursuit of sustainable competitive advantage, companies must establish and implement effective knowledge management (KM) strategies. To succeed in an increasingly competitive market setting, the information had to be handled

appropriately as one of the most important resources of all organisations (Bashir et.al., 2014). Most scholars highlighted two significant factors in information management: knowledge enablers and processes of knowledge (Islam, 2014). Knowledge management enablers are organisational mechanisms to produce knowledge on an ongoing basis (Muhammad 2014; Agus & Suhadak, 2013) which can promote knowledge acquisition, facilitate knowledge sharing and protect knowledge within an organisation (Kambiz & Aslan, 2015). Processes of knowledge management can be seen as an organised collaboration to effectively and efficiently manage information within an organisation (Muhammad, 2014). They represent KM's constructs and are thus taken as independent variables.

Different measures were used in previous studies to measure KM enablers. Kumar *et al.* (2017) focuses on Information Technology (IT), knowledge structure, and knowledge culture. Subsequently, Huda *et.al.*, (2014) measured these by using technology, culture, and design. Measuring knowledge management enablers using trust, information self-efficacy, top management support, mutual benefits, organisational incentives, organisational culture, knowledge management system infrastructure, consistency of knowledge management system, face to face interactive communication and transparency in communication, Tan and Noor (2013) simultaneously measured. Specifically for business organisations, knowledge management processes are calculated using knowledge creation, sharing and use (Kambiz & Aslan, 2015). Though, Wasim et al. (2015) found that knowledge formation, knowledge gain, knowledge transfer, and knowledge application integration.

Some of the definitions of knowledge management focus on technology-driven knowledge management. At the same time, most of the scholars defined knowledge management as a process or a set of activities of creating and using knowledge to achieve a variety of outcomes such as organisational goals, long-term performance, values, overall success, or sustainable competitive advantage in the industry. Knowledge management can be defined as the organisational capability of recognising, locating, transferring, converting and sharing knowledge for a competitive advantage and is viewed as effective and efficient use of knowledge to achieve organisational goals (Mansour & Mahin, 2014).



### 1.2.1 Knowledge Management and Management Success

The business industry mainly depends on the contribution of knowledge workers of the project teams and is strongly knowledge-based (Currillo *et.al.*, 2004). The capabilities of knowledge creation and distribution are required to have the desired outcome in the fast-moving infrastructure business. The application of knowledge management in projects reduces the time and cost, the time to search solutions for similar problems from previous projects, increases the satisfaction of the project owner (Ly *et.al.*, 2005). Although a few studies have been conducted to identify issues related to time and cost overruns in the United Arab Emirates (UAE) business industry projects, a systematic study has not been conducted on how to reduce time and cost overruns by developing tacit information to enhance the efficiency of project management.

According to Ahmad and An (2008), knowledge management is gaining broader attention by business companies to attract more clients by increasing the quality of business and reducing its delivery cost and time. They further state that several integrated activities act in an organised system; hence the knowledge demand is critical in managing business projects. The person's experience and his/her insight are vital in the business and knowledge in many situations and are tacit. The project-based organisations in the knowledge economy require recognising and influencing the knowledge assets which play a crucial role in the success of the project (Drucker 1993; Singla, Shrivastava & Sharma, 2020). The business organisations need to concentrate on knowledge-based activities and should implement them in the project management and hence face competitiveness.

At the stage of project execution, the business companies execute mega infrastructure projects with the participation of many professionals. In a project team, several members contribute their knowledge and the projects are dependent on the knowledge input of those knowledge workers, especially that a few business organisations implemented the system of KM in the past. Carrillio *et al.* (2003) noted that in business organisations 40% had implemented KM practices, 41% are planning to establish it in a short period and 81% companies have realised its possible advantages and specific organisation have designated required professionals to

commence the KM practices. Thus, it is evident that the KM become a central issue in the business industry in the future.

The business organisations need to establish their knowledge assets skillfully since the current consideration in evolving economies strengthens the requirement for it (Ajmal, 2009). He further noted that to gain a possible economic benefit for project-based organisations, a trend is there to implement effective KM practices. The creation of knowledge is considered as a vital force of economic development in a knowledge-based economy (Leonard-Barton, 1992). Thus, knowledge generation and its effective utilisation inspire the outcome of the organisation and nature of the economic development of the organisation. In the organisation, suitable activities shall be organised to adopt the generation and distribution of knowledge assets (Davenport & Prusak, 1998). According to Kim and Hancer (2010), technology (IT), a knowledge-sharing culture and incentives were the significant KM resource inputs that affected organisational performance.

Based on prior researches (Schulz & Jobe, 2001; Liao *et.al.*, 2010), organisational performance literature has focused and concentrated on many dimensions: profits, cash flow, sales growth, market share growth, employment growth, and return on investment; productivity, competitive advantage, financial performance; corporate performance including short term and long term accounting returns; and profits, efficiency, market growth, and public relationship. They also covered financial and non-financial performance measures, and internal perspective, customer perspective, financial perspective, and learning perspective (Mukhtar *et.al.*, 2015).

Previous studies related to the project management industry used dimensions which are common and are generally used in other industries. At the same time, there are recommended measures to evaluate the organisational performance of business organisations, such as location, employees, management, quality of products, service and infrastructure, customer care and satisfaction (Carton & Hofer, 2010; Amhalhal *et.al.*, 2021). While Lee *et.al.*, (2013) suggested dimensions with constructs such as financial performance, competitiveness, resource utilisation, quality of service, flexibility, innovation, performance, community and/or environmental perspective. Melia and Robinson (2010) proposed dimensions namely the competitive environment, customer satisfaction, employee performance measures, operational

performance, external environment, innovation and creativity, service quality, and organisational learning.

The federal KM programmes in the UAE have only recently begun, with government agencies beginning to discuss KM policies and processes as part of an excellence programme. According to Abdulla (2018), there has been a shift in governance from "silos mode" to "competitive mode" in order to compete for excellence, but there has been a decrease in information sharing among opposing individuals and institutions, necessitating a cultural shift to switch from competing to collaborative mode. There is a need for expert networks to share expertise and experience across social media. The shift is toward a competitive mindset in pursuit of excellence. Knowledge sharing is positively correlated with trust, collaboration, information systems, rewards, and organisational structure (Al-Alawi, Al-Marzooqi, & Mohammed, 2007). Furthermore, according to Amayah (2013), two barriers, namely the degree of confidence and the degree of empathy, are used to measure the organisational environment and have a significant effect on knowledge sharing. As a result, the KM area in the UAE is still rising, and the government is encouraging this trend through various initiatives.

### **1.2.2 Project Management Success**

Knowledge management has changed throughout the years and has become one of the most discussed management principles, but it still has not reached the same scope of implementations and empirical study in the project management sector as in the other fields (Dalkir, 2017). Knowledge is the primary deciding factor in turning market practises and technology into a competitive instrument. Since competitors cannot benchmark or duplicate the specific organisational knowledge, this makes the knowledge essential for a firm (Loke et.al., 2020). Awareness and information management are also among a company's most valuable assets. Since the business organisation industry is an activity-based service industry, information and expertise are important to stay competitive in the industry and business organisations need to incorporate a knowledge management strategy.

The business organisation industry is finding itself indulging in a highly competitive environment worldwide. The most important assets for organisations, in

particular service-based organisations, are the employees (Muwardi et.al., 2020). Employees are required to strive to improve their company's work processes to compete in the contemporary business environment. An organisation that operates in an environment in which technologies change rapidly and where competition is high needs to develop a knowledge-sharing atmosphere as it is critical for survival (Chinowsky & Carrillo, 2007).

Knowledge management is considered a strategic resource enabling a competitive advantage to be established and maintained (Zack, 2003). Information, especially tacit knowledge, is typically embedded in complex organisational routines and processes that are difficult to replicate so that comparable knowledge is acquired, competitors need to participate in similar experiences that involve time and effort (Mitch Casselman & Samson, 2007). The organizational value that helps the company to achieve a competitive advantage in the market relies on the capacity of the workers to absorb and acquire information from and keep applying their experiences (Zack, 2003).

Sumbal et al. (2020) suggested that the most important for the knowledge to be retained in the organisation as employees can leave but the knowledge remains in the organisation. Therefore, a knowledge management system is a practical solution to the problem of maintaining employee information, communicating it as necessary to the whole organisation, and then using it to generate new knowledge. In addition, knowledge management includes any approach designed to help people, groups and organisations in managing systematically the knowledge that flows within the organisation (Lin, 2007; Ode & Ayavoo, 2020).

The problem is that UAE business organisations tend to have weak knowledge management compared to Western and Eastern business organisations and have struggled to promote operational productivity by ignoring the value of knowledge management issues (Dalkir, 2017; Abdulla, 2018). Significant areas such as human resource ability and its efficiency, organisational structure, culture, IT and knowledge management processes hinder the overall effectiveness of organisational efficiency. During the initial interviews, it was disclosed by managers of different companies that many company entities have insufficient organisational resources and are unable to fulfil their clients' needs. The cost of offering facilities exceeds funding and raises challenges in recruiting and retaining skilled workers. Thus, through its organisational

processes, structure, community, staff efficiency and information technology, knowledge management facilitates innovative business practises.

KM is therefore proven to be an important competitive tool, especially for the business organisation sector to gain competitive advantage by building human capital, culture, structure and IT. To acquire a practical KM framework, there must be an empirical investigation on whether knowledge management has an impact on the performance of business organisations in the project management of the UAE.

### 1.3 Problem Statement

The project management performance in business continues to suffer from cost overruns, time overruns and quality issues. Business cost in almost all sectors has increased drastically during the last five years in the United Arab Emirates (UAE). The cost can vary according to conditions prevailing in projects and seeing as time overrun is a major issue in many business projects in UAE, it has led to a variety of adverse results for the project participants. Thus, the time and cost overrun are common occurrences in the business sector of the United Arab Emirates (UAE).

To encounter the impact of time, cost and quality issues, knowledge management creates a core capability that permits the project and the organisation to deal with this issue (Ajmal, 2009). In solving problems related to time, cost and quality, the project teams are mainly interested in the documented form of knowledge such as standards and specifications. There is no statistically significant performance link against the commonly used standards. Much of the project management's body of knowledge material is useful in handling projects, though inadequate to manage them effectively (Pant & Baroudi, 2008). Thus, the application of other forms of knowledge like tacit knowledge would create an environment to solve the project's problems. The implicit form of knowledge is personalised within the project team and is challenging to obtain and share with other persons of the project. Thus, the lack of the knowledge creation process is a severe concern to the project managers, especially in the context of the UAE. The problem arises, whether the UAE businesses effectively manage the knowledge by enabling conditions to create knowledge in project execution, such as sharing knowledge among project members.

People in many Business organisations consider the information hoarding is more beneficial to them compared to knowledge sharing due to the fierce competitions they have with other businesses and also in internal affairs (Devenport & Prusak, 1998). Thus, there could be other factors that could determine the magnitude of knowledge distribution in organisations. Especially when the project team is demographically diverse, it may influence the knowledge sharing among the members of a project team. If the project team comes from demographically diverse backgrounds, the influence of knowledge enablers in the knowledge creation process could be hindered, due to the diverse demography of the project team.

From a practical investigation, it is discovered that many business organisations in the UAE are struggling to achieve the anticipated revenue due to lack of knowledge management feedback for the full project management. Moreover, a study shows that certain countries are likely to have vast talent shortages without adequate human resource policies in place, making it impossible for them to fulfil their growth potential (Schuler et.al., 2011). Also, the human resource problems faced by the other industries in the information management industry are substantially higher than the same, with 37 out of 46 countries reporting a potential 'deficit' or 'shortage' in project management over the next ten years (Armstrong & Taylor, 2020). Employees need the training to perform a mission or job effectively and boost their efficiency in the work environment; therefore, companies need to make a massive investment in practice, which is the inflow of expertise. Hence maintaining the information within the enterprise is essential. Businesses must exploit their current knowledge to compete efficiently and continually construct additional knowledge and skills to perform better.

From the initial interviews with a few company organisation's managers, it was discovered that the information was handled more informally than formally. In other words, knowledge management was not effectively implemented and optimised. A culture that embraces knowledge is used to manage knowledge by trusting the workers and guiding them. However, growing global competition and business development have created a strategic opportunity to leverage their information assets as an inimitable means of value creation over time. In such cases, the need for systematic knowledge management was felt through the growth of expertise in the business organisation.

If the capacity to manage knowledge is efficient, service quality can be improved because it depends on the acquisition, accumulation and distribution of

knowledge (Bouncken, 2002). Consequently, sharing and retaining knowledge of employees may minimise employee turnover (Yang & Wan, 2004). The knowledge management capabilities assist the overall strategic planning process significantly (Clark & Scott, 2006). While transforming knowledge into practice, the potential can be enhanced for the project management industry, by integrating knowledge using a networking processes in which the needed knowledge is gained and is then captured and shared through networking. Developing a knowledge-based strategic strategy to develop training for a diverse workforce is becoming more successful.

Project management practises through information sharing and formation create a competitive advantage, while creativity and technology growth has been optimising company resources and promoting better decision making. The information-sharing mechanism could be of great need and effectiveness when combined with the quality for the company to achieve stronger brand awareness. Unfortunately, this is not utilised by most business organisations in the UAE information management in project management which is not a requirement.

Business organisations now wish to develop their services innovatively through new strategic management methods. Thus, as an essential contributor to the performance of the company and as one of the management techniques, knowledge management is gaining more popularity among business organisations. On the other hand, as knowledge management systems are relatively new in business organisations, particularly in the UAE, the implementation of knowledge management processes still faces numerous complications. Besides, certain business enterprises also do not have a sufficient knowledge-management system (Ahmet et.al., 2013). Since knowledge management is relatively new in business and business management literature, more comprehensive studies are required to understand the importance of knowledge management to the business sector and empirical studies to examine the effect of knowledge management on the progress of projects in business organisations in the United Arab Emirates.

More importantly, there are many issues in the construction industry that emerged due to the weak knowledge management of construction organizations such as complication in the external environment, low project profits, and fierce competition (Ma, Wang, Wu, & Tseng, 2018). Such issues can be overcome if there is utilization for the information through knowledge management process, technology, culture, and leadership. Another central issue in construction project management

related to knowledge management is the scientific decision-making that is based on information through knowledge management, and this issue of scientific decision-making has become a central issue in construction organizations (Zhu, Zhou, Li & Ali, 2020). These issues have a negative impact on achieving the project performance goals. Also, due to these issues related to knowledge management, construction organizations face sustainability problems which supports that construction organizations need to consider knowledge management in terms of decision making and project process when formulating their development strategies. Another point is that construction project management needs to pay attention to the internal and external environment besides the project itself in order to control time, quality, and benefits. The role of knowledge management in this context is essential not only for successful project management performance but also for sustainable project management mainly because knowledge management helps to coordinate the project process through managing project schedule, cost, quality and contract management to a great extent (Chen, Liu, Li, & Lin, 2011).

In the context of the UAE, knowledge management of construction project is not clear since there is not any evidence for a study that has been conducted on the relationship between knowledge management and construction project management in the UAE. That is, in the UAE, the effect of knowledge management on construction project management performance needs investigation since there is a gap in current practises and literature. Moreover, UAE business organisations tend to have weak knowledge management compared to Western and Eastern business organisations due to many exiting KM issues such as managing contents effectively, helping knowledge workers to connect with experts and to help the organization to have smooth knowledge transfer within the frame of the organization (Dalkir, 2017; Abdulla, 2018). This study aims to fill this gap, especially that the UAE construction projects are at their peak in comparison to other neighboring countries. Therefore, the currents study attempts to analyse the effect of knowledge management factors on construction project management success in the UAE organisations as a basis for developing a model based on the role of knowledge management factors in project construction management performance of the UAE sector.



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