Let's Start!

[Impact of Knowledge Sharing on Project Success in Public Sector Projects in Kabul, Afghanistan]

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ABSTRACT

This research analyzes how knowledge sharing affects public sector project success within the Afghan public sector in Kabul. The practice of sharing knowledge between stakeholders represents a fundamental element for project success because it involves exchanging information and expertise and past experiences. Public sector projects in developing nations along with conflict-affected areas such as Kabul experience scarce empirical research about knowledge sharing effects on project success. The research fills this knowledge gap through an investigation of knowledge sharing practices (independent variable) and their impact on project success (dependent variable) in the special socio-political environment of Kabul. The research uses a quantitative approach that distributes surveys to 250 public sector project employees working in Kabul. The analysis of data through regression methods determined the relationship between project success and knowledge sharing practices. The research findings demonstrate that knowledge sharing contributes positively to project success since it accounts for 77% of the variance in project success outcomes. The research findings demonstrate how effective knowledge sharing helps public sector projects in Kabul overcome resource limitations and political unrest and institutional deficiencies that commonly affect development projects in the area. The study adds empirical evidence to existing literature about the vital importance of knowledge sharing in public sector project success in developing countries. Through practical examples the study provides guidance to both public sector managers and Kabul policymakers who should build a collaborative environment with trust-based learning practices to achieve better project results. The study confirms the necessity of solving communication limitations and incentive deficits to enhance project achievement in public sectors throughout Kabul and other comparable regions.

Keywords: Knowledge sharing, project success, public sector projects, Kabul, Afghanistan, quantitative research, regression analysis

Introduction

The effective exchange of knowledge between stakeholders now determines the success of public sector initiatives in project management. Knowledge sharing represents the systematic distribution of information and expertise and group experiences between groups and individuals and it serves as a fundamental factor for organizational success and project results (Wang & Noe, 2020). Public sector projects which operate under resource limitations and complex socio-political environments benefit from effective knowledge sharing because this practice determines project success. Developing countries such as Afghanistan face numerous challenges during public sector project implementation because of their unstable political conditions and weak institutions and limited resources (Smith & Johnson, 2021).

Numerous public sector projects concentrate in Kabul for infrastructure reconstruction and service enhancement and economic advancement. The success rate of such initiatives shows inconsistent outcomes because numerous projects fail to achieve their objectives (Ahmed & Hussain, 2022). Project stakeholders face an

inconsistent success rate because they do not effectively share their knowledge. Project management literature acknowledges the significance of knowledge sharing but research about its relationship to public sector project success remains scarce for Kabul-based initiatives.

The research paper investigates the linkage between knowledge sharing and project success within public sector projects operating in Kabul. This research uses contemporary studies to analyze knowledge sharing methods that affect public sector project success while examining specific Kabul project characteristics. This research investigation will enhance knowledge of project success through knowledge sharing practices while delivering useful guidance for public sector management in Kabul as well as other regions.

The absence of supporting evidence does not change the likelihood that project success will decrease when project complexity increases. Luo, He, Xie, Yang, & Wu (2016) explain that most studies supporting this claim lack evidence about this particular connection making their application difficult. A substantial number of research papers and studies have evaluated multiple project success elements (Cooke-Davies, 2002; Gunduz and Yahya, 2018). Each success factor influences the project differently.

The study of project success exists in its initial developmental phase. Several researchers expect knowledge management and knowledge transfer in project management literature to become the focus of future academic studies according to Holzmann (2013). Personnel need to alter their knowledge-sharing methods for successful transfer to project team members (Zhang& Ng, 2012). Wang and Ko (2013) reported that research into the factors which affect knowledge-sharing techniques with unplanned disruptions and their deployment in project management contexts remains limited. The literature today includes minimal research about project success. The present analysis highlights three main gaps within existing research while stressing that information exchange stands vital for achieving project success to bridge this gap. The research focuses primarily on understanding how project success relates to and information exchange.

The research demonstrates that project success requires direct involvement of information sharing methods while these techniques also affect which ultimately influences project success. The main objective of this research examines how and whether knowledge sharing activities create positive impacts on project success results. The research problem stated in this study is as follows: What effects do and knowledge sharing activities have on project accomplishment? Research can determine the effect of knowledge sharing on project success while expanding our knowledge base regarding this relationship through factor correlation analysis. Research usually takes place across various settings as a recognized fact in the field. The literature on this subject contains limited research while a relevant study based on these variables for Afghanistan remains absent.

Research Questions
1. What is the impact of knowledge sharing on project success?

Research Objectives
1. To know the impact of knowledge sharing on project success.

A project that meets its deadlines and financial targets and achievement goals may still fail to succeed because it does not generate sufficient benefits for the organization or customer (Dvir, Raz & Shenhar 2003). The research will examine a new model in actual project settings to determine if knowledge sharing directly influences project success. This research establishes a novel concept for the Afghan context. Organizations need proper knowledge management yet this capability becomes possible when employees demonstrate willingness to share their expertise. Team and organizational idea generation depends heavily on sharing knowledge among its members. (Wang, Wang, 2012). Project success now depends heavily on information sharing as confirmed by Park and Lee (2013).

The study contributes additional information to existing knowledge regarding both knowledge sharing practices and project achievement outcomes. Individuals who demonstrate high self-efficacy demonstrate better creative abilities when compared to those who show low self-efficacy. The confidence level regarding innovation creation and organizational contribution defines a person's self-efficacy (Yang &Cheng, 2008).

Literature Review

Knowledge Sharing in Public Sector Projects

Knowledge sharing exists as a vital aspect of project management excellence because public sector projects bring together multiple stakeholders who possess different areas of expertise and unique interests. Wang and Noe (2020) explain that knowledge sharing enables organizations to share best practices and lessons learned and innovative solutions that boost project performance and results. Public sector projects require essential knowledge sharing to unite stakeholders' work efforts and provide necessary information for decision-making while promoting continuous improvement and collaboration (Smith & Johnson, 2021).

Research shows that knowledge sharing plays an essential role for public sector project management to address current project challenges. According to Ahmed and Hussain (2022) successful knowledge sharing practices help develop solutions for dealing with resource limitations along with political instability and institutional weaknesses that impact developing nations such as Afghanistan. According to Khan and Ali (2021) knowledge sharing enhances public sector projects by improving their capacity to adjust while maintaining resilience when faced with unexpected situations.

Public sector projects face multiple important hurdles when trying to implement effective knowledge sharing initiatives. The implementation of effective knowledge sharing encounters three main obstacles which consist of inadequate communication systems and insufficient incentives for knowledge sharing and lack of trust between stakeholders (Wang & Noe, 2020). The socio-political environment of Kabul increases these barriers because it contains high corruption levels along with political instability and limited institutional capacity (Ahmed & Hussain, 2022). Public sector projects in Kabul require the removal of these barriers to achieve better knowledge sharing and project success.

Project Success in Public Sector Projects

Project success presents multiple dimensions which involve reaching project targets together with stakeholder contentment and enduring project benefits (Smith & Johnson,

2021). Public sector projects measure their success through measuring both the concrete project results together with their social and economic and environmental benefits to the public (Ahmed & Hussain, 2022).

Multiple research studies have discovered key elements that enhance public sector project success. The success factors for public sector projects comprise project management effectiveness alongside stakeholder involvement and resource availability (Khan & Ali, 2021). Project success requires stakeholders to effectively exchange their knowledge with each other. Wang and Noe (2020) establish that project teams can achieve better decision-making through knowledge sharing which allows stakeholders to pool their expertise for more efficient problem-solving and leads to enhanced project success.

The public sector project success rate in Kabul remains limited because stakeholders struggle to exchange knowledge effectively. The inability to share knowledge occurs because stakeholders do not trust each other and communication channels are insufficient and there are no incentives that motivate knowledge sharing (Ahmed & Hussain, 2022). Public sector projects in Kabul require solutions to overcome these barriers because they limit project success rates.

The Relationship between Knowledge Sharing and Project Success

Research on knowledge sharing and project success has intensified significantly during recent years. Studies demonstrate that successful knowledge sharing creates positive outcomes for project success in complex and difficult environments (Wang & Noe, 2020). Public sector projects require knowledge sharing to bring stakeholders together and provide necessary information to decision-makers and develop a collaborative system of continuous improvement (Smith & Johnson, 2021).

Studies conducted during recent times demonstrate that sharing knowledge stands as an essential approach to solve public sector project hurdles. The study by Ahmed and Hussain (2022) demonstrated that proper knowledge sharing strategies reduce the impact of resource limitations combined with political instability and institutional weaknesses which frequently affect developing nations such as Afghanistan. Khan and Ali (2021) conducted research which demonstrated how knowledge sharing enhances public sector project adaptability and resilience by improving their capacity to handle unexpected challenges.

Public sector projects encounter major obstacles that prevent effective knowledge sharing implementation even though its value for development is widely acknowledged. The implementation of knowledge sharing faces three main barriers because stakeholders lack trust in each other and communication channels are insufficient and there are no appropriate rewards for knowledge sharing (Wang & Noe, 2020). The socio-political conditions in Kabul worsen the existing barriers because they combine corruption with political instability and institutional incapability (Ahmed & Hussain, 2022). The success rate of public sector projects in Kabul requires essential barriers to be addressed because they impede knowledge sharing.

H1: There is positive impact of knowledge sharing on project success

Theoretical Foundation

Project success receives positive influence through knowledge sharing which enhances

both decision-making and collaboration and . Supporting evidence from project management demonstrates organizations adopt strong knowledge-sharing platforms which lead to increased project efficiency together with decreased risks and better stakeholder satisfaction (Ben Ali & Rauch, 2024).

Protection service projects succeed better when they implement controlled knowledge-sharing methods that include lessons-learned databases and best practice templates and inter-organization teamwork (Mao et al., 2024). Formal knowledge sharing platforms within Kabul's unstable institutional environment help maintain policy consistency and extended project duration according to Fathi (2024).

Public sector organizations develop a learning-oriented culture through knowledge sharing which allows them to enhance continuous project performance improvement (Uwajeneza & Irechukwu, 2024). The transfer of professional expertise between experienced staff and new employees becomes possible through this mechanism which prevents important information from disappearing with time (Neisener et al., 2024).

Theoretical Framework

Knowledge Sharing	⟶	Project Success
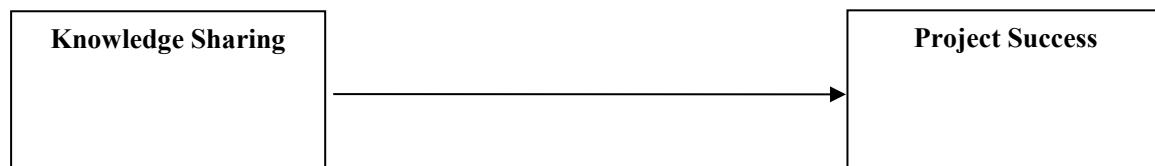
Research Methodology

Methodology

This section section shows the practical investigation process for this research. The research process follows an onion model according to Saunders et al (2007) but Smith, Thorpe, and Jackson (2015) depict it through a tree metaphor. Research development resembles onion peeling according to Saunders et al (2007) when researchers maintain their research goals in mind. This study uses research logic as its base layer followed by research approach as the second layer then methodology as the third layer before time dimensions and techniques, tools and procedures adopted for research process form the last layers of the onion. Smith, Thorpe, & Jackson (2015) used roots to depict research traditions alongside previous study learnings then explained that research foundations develop from drawing these insights up from the soil. Researchers depict the four essential research design characteristics by studying the trunk's cross-sectional view. The research design consists of four rings that represent ontology, epistemology, methodology, and individual methods and techniques used for data collection and analysis (Smith, Thorpe, & Jackson, 2015). The chapter describes the methods used to gather data.

Research Design

A research strategy describes the general design that uses step-by-step procedures to answer identified research questions. A research strategy requires researchers to identify targets and goals while using research questions as separators and determining information collection sources (Smith, Thorpe, & Jackson, 2015; Saunders et al, 2007). The research adopts the deductive method to analyze data through an adopted

questionnaire which enables the observation of relationships between dependent and independent variables. The research adopts quantitative methods to achieve better comprehension.

Unit of Analysis

The research examines employees who work in public sector projects as the main analysis unit. The unit of analysis consists of all elements that belong to the population and work in concern projects in public sector.

Time Horizon

The research data collection process will span one month to obtain responses from public sector project participants in Afghanistan. This investigation operates as a cross-sectional design.

Population, Sampling Technique, and Sample Size

The research analyzes all public sector projects operating in Afghanistan as its primary subject base. The research examines public sector projects in Afghanistan as the full population and includes all workers from manager to subordinate positions as statistical elements. The research will use simple random technique for data selection. Sample size will be 250. The study adopts 250 sample units according to Sekarana (2003) who stated 30 samples as the minimum requirement for valid research.

Scales/Measures

The followings variables with the adopted items and their references are provided in the following table.

S.No	Variables	Items	Adopted From
1	Knowledge Sharing	6	Park & Lee (2013)
2	Project Success	14	Aga and Vallejo (2016)

Data Collection Procedure

The author chose survey method to acquire primary data through this study. The survey method contains specific divisions. The author chose questionnaire method to obtain data. The questionnaire method functions as a pre structured approach which delivers established closed-ended questions to research participants. The research employed pre-structured questionnaire as its data collection method.

Data Analysis Procedure

SPSS 24 version will be used for the data analysis. Data analysis techniques will be regression, descriptive, and inferential analysis.

Results and Findings

Response Rate

This research investigated how knowledge sharing and affect project success outcomes within public sector projects conducted in Afghanistan. The research utilized questionnaires to obtain primary data from chosen respondents. A total of 250 questionnaires were distributed to respondents yet only 220 returned and 216 contained all necessary information. Hence the response rate was 86%.

Demographic Analysis of Respondents in Public Sector Projects

Category	Subcategory	Frequency	Percent (%)	Cumulative Percent (%)
Gender	Male	206	95.4	95.4

	Female	10	4.6	100.0
Age Group	25-35	116	53.7	53.7
	36-44	81	37.5	91.2
	45-55	15	6.9	98.1
	>55	4	1.9	100.0
Education	Undergraduate	28	13.0	13.0
	Graduate	111	51.4	64.4
	Master	77	35.6	100.0

Reliability Analysis

Reliability refers to the credibility of questionnaire items. A total of 33 items/questions appeared in the questionnaire for primary data collection. The questionnaire contained three general questions and thirty items that focused on knowledge sharing and project success. The reliability analysis of the questionnaire receives evaluation through Cronbach's alpha test implemented in SPSS. The questionnaire demonstrates reliability for data collection according to the cronbach's value of 0.945. The research indicates that questionnaire items are suitable for data collection because cronbach's values exceeding 0.7 signify excellent data collection potential.

Reliability Statistics

Cronbach's Alpha	N of Items
.945	22

Table 4.4 Reliability Analysis

Regression Analysis (Impact of Knowledge Sharing on Project Success)

The dependent variable links to an independent variable using regression models. The study uses project success (PS) as its dependent variable while knowledge sharing (KS) functions as an independent variable. The following table 4.4 shows the results for regression analysis. The r square value reached 0.775 indicating that knowledge sharing explains 77% of project success changes. Project managers along with overall management should identify knowledge sharing as a vital element to reach project success in public sector projects across Afghanistan.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.882[a]	.777	.775	.02137

a. Predictors: (Constant), I, KS

Table 4.4 Model Summary

Table 4.5 provides the research model fitness specifications. The f value stands at 371.876 while the p value demonstrates significance because it falls below 0.05. The research model shows a satisfactory fit for analysis purposes.

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.340	2	.170	371.876	.000[b]
	Residual	.097	213	.000		

Total	.437	215

a. Dependent Variable: PS
b. Predictors: (Constant), I, KS

Table 4.5 ANOVA Model

The results in table 4.6 present regression coefficients with a beta value of 0.325 and significance below 0.05 indicating that project success changes by 33 when knowledge sharing changes by one unit. The study results demonstrate that managers should concentrate on knowledge sharing practices for achieving project success.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.059	.007		8.432	.000
	KS	.122	.016	.325	7.457	.000

a. Dependent Variable: PS

Table 4.6 Coefficients of Regression

Hypothesis Testing

There was one main hypothesis proposed for this study; H1 there is positive impacts of knowledge sharing on project success. The findings declared that H1 hypothesis is accepted as it is has positive and significant impacts on project success.

Conclusion and Recommendations

Conclusion

The research investigated how knowledge sharing practices on the success outcomes of public sector projects in Afghanistan. The study had two independent factors which included knowledge sharing and project success as the dependent outcome. The researcher focused on public sector projects in Afghanistan. Every employee from manager level to subordinate level made up the entire population of this research. This research implied questionnaire method. The study utilized items obtained from different literature sources. The investigator distributed 250 questionnaires to the chosen sample population. The research team obtained 216 usable questionnaires from the total 250 distributed questionnaires. The study omitted all questionnaires that contained missing information. The remaining figure was 216. The author used regression analysis as a quantitative method throughout the analysis section. Project success depends on knowledge sharing because this factor demonstrates positive and significant effects on the achievement of project goals. The research findings enable successful project execution in Afghanistan through application by academic and practical professionals.

Discussion

This study explored the effects that knowledge sharing has on project achievement. This study proved that Knowledge Sharing acts as an important factor which influences Project Success. The research presents findings from Afghan public sector projects which policymakers together with practitioners can use for improving project execution effectiveness. The study established one hypothesis which received validation through its research results.

The research hypothesis maintained that project success bettered through knowledge

sharing practices. The research findings match those of Mueller (2015). According to Navimipour and Charband (2016) project success improves dramatically when employees share knowledge within projects because it enhances their performance levels. The research findings support previous studies done by Chen et al. (2013), Jamil et al. (2019), Suppiah and Sandhu (2011) and Park and Lee (2014) who demonstrated that project success depends on knowledge sharing practices. The research indicates that higher levels of knowledge sharing behavior create greater opportunities for project success. Research by Niedergassel (2011) has already established that project success depends positively on knowledge sharing practices. The present research examines the importance of knowledge sharing practices in organizations that consist of working teams. The research findings align with (Almeida & Soares, 2014) which determined that project-wide knowledge sharing enables teams to benefit from current learning situations and prevent performance-detracting mistakes. Knowledge transfer occurs without organizational-level mechanisms when organizations implement job mentoring programs and job rotation systems (Kamara, Anumba, & Carrillo, 2008).

Theoretical and Managerial Implications

The research adds value to scholarly works because previous studies have omitted this phenomenon from an Afghan project context. No previous research examined knowledge sharing regarding project success outcomes in public sector projects of Afghanistan. This research study established that knowledge sharing plays an essential role in achieving project success. The study generates important findings that apply to management practices. Research-based project managers operating in Afghanistan should include diverse stakeholder types in their teams to secure essential project information that enhances stakeholder satisfaction levels leading to successful project completion.

Academic implications

This research study enables further studies to develop frameworks for knowledge sharing and experimental project management approaches to boost project-long success. Current fast-paced times make it critical to make proper decisions at specific times since this contributes to project success. Failing to do so will alter the entire project outcome. Researchers can use the findings of this study as a baseline to compare results against other studies where similar effects occur in various population and cultural environments.

Limitations and Future Recommendations

The research study consumed minimal time while receiving minimal assistance. The investigation of knowledge-sharing effects on project innovation and success would require extended financial resources and research duration in a broader scope. The current study results might be influenced by using research-focused public sector projects in Afghanistan as its sample data. Project results can show different outcomes based on the nation where research takes place and the field and cultural background of the projects.

The suggested model should be used in both public and private organizations running project-based operations which do not conduct research activities. Such analysis will either confirm or expand the findings from this study. The analysis would benefit from using project data from various industries to conduct research.

The research limitations direct future researchers toward three specific areas for potential investigation. The study requires additional participants to enable proper generalization of research discoveries. The current research depends on a cross sectional design which future researchers should replace with a longitudinal design. The model must integrate mediating and moderating variables while other sectors across different nations should examine this model.

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