

Midocean University

Faculty of Management

Project management



**Impact of Knowledge Management on Organizational Innovation &
PMO Success in Consulting Sector in Riyadh**

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Abstract

Purpose:

The primary objective of this study is to investigate the impact of Knowledge Management (KM) practices on Organizational Innovation and Project Management Office (PMO) success within the consulting sector in Riyadh. Specifically, the research aims to examine the mediating role of Organizational Innovation.

Methodology:

A quantitative, deductive approach was adopted using a cross-sectional survey design. Data was collected from a purposive sample of 102 professionals (including PMO directors, project managers, and consultants) working in Riyadh-based consulting firms. A structured 25-item questionnaire, utilizing a 5-point Likert scale, was distributed. The gathered data was analyzed using SPSS version 28 for descriptive statistics, correlation, and mediation testing.

Findings:

The results revealed a strong, positive, and statistically significant impact of Knowledge Management on both Organizational Innovation and PMO success. hypothesis testing confirmed that Organizational Innovation mediates the relationship between KM and PMO outcomes.

Originality & Implication:

This study addresses an empirically underexplored area by integrating KM, innovation, and PMO success within a localized professional service context. It provides a contribution by proving that traditional, administrative PMO functions are insufficient in fast-paced markets. Practically, it offers consulting firms an evidence-based roadmap to develop a sustainable competitive advantage driven by continuous innovation.

Keywords:

Knowledge Management, Organizational Innovation, Project Management Office (PMO), Consulting Sector.

Table of contents

1.....	Abstract	
5.....	Chapter 1: Introduction	1.
1.1. Research Background.....		6
1.2. Research Problem.....		9
1.2.1. Theoretical Gaps.....		10
1.2.2. Practical Gaps.....		10
1.3. Research Significance		10
1.3.1. At the theoretical level		10
1.3.2. At the practical level.....		11
1.4. Research Questions		11
1.5. Research Objectives		12
1.6. Research Hypotheses.....		12
1.7. Research Model.....		12
1.7.1. 1.7.1. Suggested Industry: Consulting Sector in Riyadh.....		12
1.8. Research Methodology.....		13
1.9. Structure of the Research		13
16.....	Chapter 2: Literature Review	2.
2.1. Introduction.....		17
2.2. Research Variable 1: Knowledge Management (KM).....		18
2.2.1. Defining Knowledge Management and Its Theoretical Foundations		18
2.2.2. Dimensions and Processes of Knowledge Management.....		18

2.2.3. Relationship Between Knowledge Management and Organizational Performance	19
2.3. Research Variable 2: Organizational Innovation	20
2.3.1. Conceptualization and Multi-Dimensional Character.....	20
2.3.2. Drivers and Enablers of Organizational Innovation	21
2.3.3. The Dynamic Nature of Innovation Capabilities	21
2.3.4. Relationship Between Knowledge Management and Organizational Innovation	21
2.4. Research Variable 3: Project Management Office (PMO) Success.....	22
2.4.1. The Evolution and Strategic Positioning of PMOs	22
2.4.2. PMO Functions and Their Impact on Organizational Outcomes.....	23
2.4.3. Critical Success Factors and Barriers to PMO Effectiveness	23
2.4.4. PMO Success Metrics and Performance Dimensions.....	23
2.4.5. PMO in Knowledge-Intensive Professional Service Organizations	24
2.5. Relationship Between Research Variables.....	24
2.5.1. Knowledge Management as Driver of Organizational Innovation	25
2.5.2. Knowledge Management and PMO Success	25
2.5.3. Organizational Innovation and PMO Success	26
2.5.4. The Mediating Role of Organizational Innovation Between KM and PMO Success	26
2.5.5. Contextual Factors: Saudi Arabia's Vision 2030 and Consulting Sector Dynamics	27
2.6. Conclusion.....	28

29	Chapter 3: Research Methodology	3.
3.1	Introduction	30
3.2.	Operational definitions for research variables	31
3.2.1.	Knowledge Management Practices (The independent variable).....	31
3.2.2.	Organizational Innovation (The mediating variable).....	31
3.2.3.	PMO Success (The dependent variable)	31
3.3.	Research Design.....	32
3.4.	Research population & Sampling methods and technique.....	33
3.4.1.	Research Population.....	33
3.4.2.	Research Sample	34
3.4.3.	Sampling Method & Techniques	34
3.5.	Data collection method.....	34
3.5.1.	The independent variable (Knowledge Management Practices).....	35
3.5.2.	The mediating variable (Organizational Innovation).....	36
3.5.3.	The dependent variable (PMO Success)	37
3.6.	Types of data	38
3.6.1.	Primary data	38
3.6.2.	Secondary data	38
3.7.	Data Analysis Methods & Procedures	38
3.8.	Conclusion.....	39
39	Chapter 4: Statistical Analysis & Findings discussion	4.
4.1.	Introduction	40

4.2. Sample Profile (descriptive Statistics for Research Sample)	41
4.3. Validity & Reliability Tests for the Questionnaires.....	44
4.3.1. Validity Analysis.....	44
4.3.2. Reliability Analysis	44
4.4. Descriptive statistics for research variables	45
4.5. Testing Hypotheses & Findings Discussion	48
4.6. Connect the results with Previous literature.....	51
4.7. Conclusion.....	53
53 5. Chapter Five: Research Limitations, Recommendations & Conclusion	
5.1. Research Limitations.....	54
5.2. Research Recommendations	55
5.3. Conclusion.....	56
57 References	
64 Appendix	

List of Figures:

Figure 1: The Research Model.

Figure 2: Conceptual Framework of the Study.

Figure 3: Research Onion.

List of Tables:

Table 1: Relationships Between Research Variables.

Table 2: The Instrument of The Independent Variable (Knowledge Management Practices).

Table 3: The Instrument of The Mediating Variable (Organizational Innovation).

Table 4. The Instrument of The Dependent Variable (PMO Success).

Table 5: Demographic Profile of the Sample.

Table 6: Knowledge Management Practices items (Independent Variable).

Table 7: Organizational Innovation items (Mediating Variable).

Table 8: Project Management Office Success items (Dependent Variable).

Table 9: Table of Research Instruments.

1. Chapter 1: Introduction

1.1. Research Background

In today's highly competitive and dynamic business environment, organizations increasingly recognize that effective management of knowledge assets is crucial to sustaining innovation and achieving superior performance. Knowledge Management (KM) which involves the systematic process of creating, sharing, and utilizing knowledge within an organization, has become a strategic imperative for firms seeking to enhance their innovative capabilities and overall efficiency (**Dalkir, 2017**). This is particularly true in the consulting sector, where intellectual capital and expertise are core assets that directly influence project outcomes and client satisfaction (**Alavi & Leidner, 2001**). achieving Project Management Offices (PMOs) success is critical to the firm's growth (**Aubry et al., 2007**). Yet, ensuring this success requires more than traditional management; it demands Organizational Innovation to tackle complex challenges. This innovation, in turn, is deeply rooted in Knowledge Management (KM), as a consulting firm can only innovate and succeed when it effectively utilizes its collective intellectual capital (**Darroch, 2005**). Organizational innovation, defined as the successful implementation of new ideas, processes, or products within a company, has emerged as a key factor driving competitive advantage and long-term growth (**Teece, 2010**). Consulting firms rely heavily on their ability to continuously innovate in their service delivery and project management practices to meet evolving client demands (**Den Hertog, 2000**). The presence of a robust Project Management Office (PMO) plays a pivotal role in coordinating projects, standardizing processes, and ensuring alignment with strategic goals (**Project Management Institute, 2021**). As such, the success of PMOs is increasingly seen as linked to how well organizations manage and leverage their knowledge resources to foster innovation (Jugdev & Thomas, 2002).

While current literature often discusses these concepts independently, their core definitions highlight a strong theoretical connection. Knowledge Management (KM) is the systematic process of creating, sharing, and utilizing organizational knowledge, which prevents redundant efforts and provides the historical data that mature Project Management Offices (PMOs) rely on to optimize resources and manage risks **(Dalkir, 2017; PMI, 2021)**. Consequently, Organizational Innovation, defined as the ability to generate and implement creative solutions, is fundamentally driven by how effectively a firm manages these knowledge assets **(Nonaka & Takeuchi, 1995)**.

Despite extensive research on Organizational Innovation, Knowledge Management, and Project Management Offices (PMOs) independently, there is a deficiency in the current literature regarding the intersection of these variables. Specifically, the mediating role of Organizational Innovation between KM practices and PMO Success remains largely unexplored, particularly within the localized context of the consulting sector a rapidly growing business hub in Saudi Arabia. The consulting industry in Riyadh faces challenges and opportunities due to the fast pace of economic transformation and initiatives such as Saudi Vision 2030, which call for improved efficiencies and innovative practices across sectors **(Saudi Vision 2030, 2016)**. Thus, exploring the impact of KM on organizational innovation and the consequent PMO success in this regional context holds substantial practical and theoretical value. PMO success is often viewed simply as the result of effective processes, overlooking the crucial role that shared knowledge plays in driving the innovation needed to manage complex and modern dynamic project environments.

Therefore, the primary purpose of this study is to investigate the impact of Knowledge Management on Organizational Innovation and PMO success within Riyadh consulting firms. By examining the relationship between intellectual capital,

innovative capabilities, and project outcomes, this study seeks to establish a clear, evidence-based model demonstrating how effectively managing intellectual capital can foster the innovative capabilities can ensure consistent project delivery and long-term PMOs effectiveness.

1.2. Research Problem

The consulting sector in Riyadh is currently operating at the epicenter of a massive economic shift driven by Saudi Vision 2030. However, while existing literature

extensively covers Knowledge Management (KM), Organizational Innovation, and PMO success as independent domains, there is a lack of understanding of how KM practices influence PMO success, and whether Organizational Innovation mediates this relationship, particularly within the localized context of consulting firms in Riyadh.

1.2.1. Theoretical Gaps

Most existing research examines Knowledge Management (KM), Organizational Innovation, and PMO success as separate topics. While there is a general lack of studies explaining how these variables connect.

1.2.2. Practical Gaps

In practice, consulting firms in Riyadh frequently struggle with knowledge silos, where valuable expertise remains trapped with individuals rather than being translated into innovative project solutions. Furthermore, many local PMOs focus strictly on traditional processes and metrics such as timelines and budgets, while neglecting the collective intellectual capital necessary to drive project success in complex environments.

1.3. Research Significance

This study holds substantial theoretical and practical value by investigating the impact of Knowledge Management on Organizational Innovation and PMO success within Riyadh consulting firms, especially in light of Saudi Vision 2030.

1.3.1. At the theoretical level

- It advances theory on KM by testing its impact on organizational innovation and PMO performance, thereby bridging KM and project management literature through knowing the impact and the relationship.
- Establishes the boundary conditions for the pathway linking Knowledge Management, Organizational Innovation, and PMO success within a knowledge intensive professional services setting.
- It sharpens the conceptualization and measurement of PMO success by integrating knowledge- and innovation-related determinants, fostering a more holistic view of PMO effectiveness beyond process adherence.

1.3.2. At the practical level

- It provides empirical evidence to guide Riyadh-based consulting firms in designing KM managers and governance mechanisms that are aligned with innovation goals and PMO outcomes.
- It informs the development of training, leadership, and cultural initiatives that foster a knowledge-sharing climate conducive to innovation and improved project delivery.
- It contributes to policy-relevant insights for industry associations and organizational policymakers seeking to enhance knowledge-intensive service productivity in Saudi Arabia's growing consulting sector.

1.4. Research Questions

How does Knowledge Management impact Organizational Innovation and PMO success within Riyadh consulting firms?

- How does organizational innovation affect PMO success in consulting firms?

- Does organizational innovation mediate the relationship between KM practices and PMO success in Riyadh consulting firms?

1.5. Research Objectives

- To investigate the impact of Knowledge Management on Organizational Innovation and PMO success, specifically within consulting firms in Riyadh.
- To test the mediating role of organizational innovation in the relationship between KM and PMO success.

1.6. Research Hypotheses

- H1: KM practices have a positive and significant impact on PMO success.
- H2: KM practices have a positive and significant impact on Organizational Innovation.
- H3: Organizational Innovation has a positive and significant impact on PMO success.
- H4: Organizational Innovation mediates the relationship between KM practices and PMO success.

1.7. Research Model

The research model is illustrated in Figure 1.

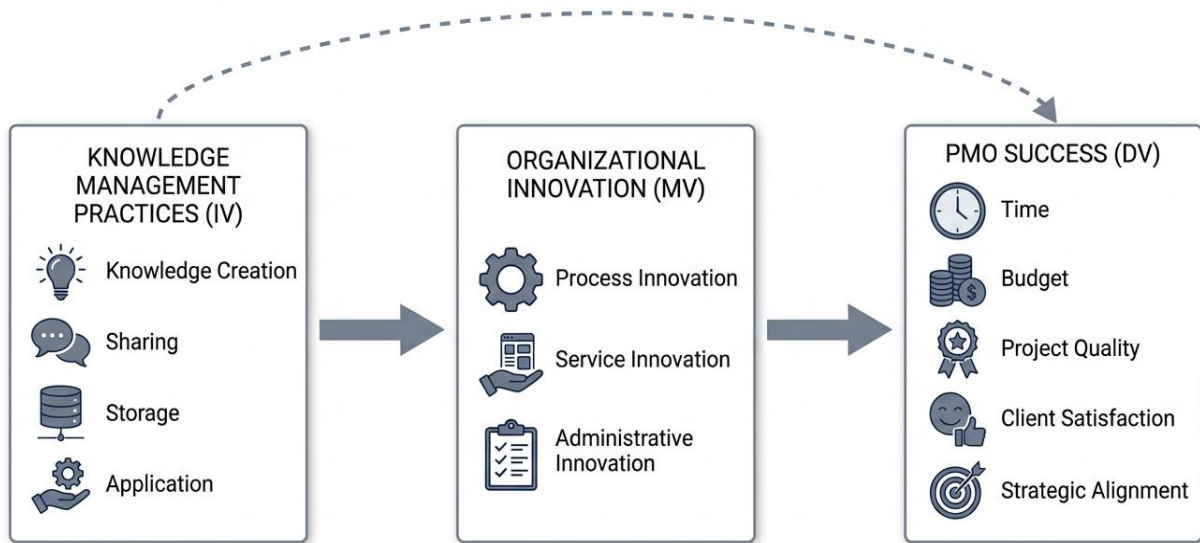


Figure: Conceptual framework illustrating the mediating role of Organizational Innovation in the relationship between Knowledge Management Practices and PMO Success.

Figure 1. The research model.

1.7.1. 1.7.1. Suggested Industry: Consulting Sector in Riyadh

- Consulting is a knowledge of intensive industry where intellectual capital and innovation directly dictate PMO success and project outcomes. It also aligns with the rapid economic transformation driven by Saudi Vision 2030. Riyadh serves as the primary business hub for projects, making its consulting firms a highly representative population for PMO practices and organizational innovation.
- Ensuring all ethical considerations regarding data privacy and voluntary participation are strictly upheld.

1.8. Research Methodology

This study adopts a quantitative, explanatory, cross-sectional survey approach to empirically test the proposed hypotheses and explain the relationships between the variables. The target population comprises professionals specifically general employees, Project Managers (PMs), PMO managers, and consultants operating within consulting firms in Riyadh that have established Project Management Offices (PMOs). To ensure a robust and representative sample, a two-stage sampling strategy will be utilized. First, purposive or stratified sampling will be applied at the organizational level to select the relevant consulting firms. Subsequently, random sampling will be employed at the individual level to select the specific staff members within those chosen firms. Finally, data collection will be conducted through a structured questionnaire administered cross-sectionally to the targeted respondents, ensuring the efficient gathering of standardized data.

1.9. Structure of the Research

The proposed structure for the research project strictly follows the guidelines of Midocean University and is organized into five main chapters as follows:

Chapter 1: Introduction It provides an overview of the study, encompassing the background information, research problem, objectives, and the significance of the research.

1.1. Research Background: It illustrates the context and historical roots of the project idea within Riyadh's consulting sector and Saudi Vision 2030.

1.2. Research Problem: It reflects the core issue in current practice regarding PMO success and intellectual capital that the project seeks to investigate and address. It highlights the theoretical and practical deficiencies in the existing literature.

1.3. Research Significance: It clarifies the importance of the study at the theoretical level and the empirical level.

1.4. Research Questions: It presents the specific questions that the project seeks to answer.

1.5. Research Objectives: It identifies the specific goals and outcomes that the project aims to achieve.

1.6. Research Hypotheses: It presents the specific hypotheses that will be tested in the project.

1.7. Research Model: It illustrates the proposed relationships between independent, mediating, and dependent variables. And the Suggested Industry.

1.8. Research Methodology: It provides a brief overview of the quantitative approach, survey strategy, and data collection techniques used in the study.

1.9. Structure of the Research: It defines the chapters and scope of the project work.

Chapter 2: Literature Review It presents a critical analysis of existing research and literature relevant to the project, specifically focusing on Knowledge Management (KM) practices, Organizational Innovation, Project Management Office (PMO) success, and the mediating role of innovation in professional environments.

Chapter 3: Research Methodology It details the methods and procedures used to conduct the research, including information about the research philosophy, quantitative survey design, data collection methods, sample selection within consulting firms in Riyadh, and data analysis techniques.

Chapter 4: Statistical Analysis It describes and discusses the statistical analysis of the research findings, including descriptive statistics, reliability tests, and the inferential testing of the proposed hypotheses.

Chapter 5: Findings' Discussion & Conclusion It connects the project findings with the existing literature, summarizes the key conclusions, and outlines the theoretical and practical implications for the project.

References: It provides a comprehensive list of academic sources and references used throughout the study formatted in APA style.

2. Chapter 2: Literature Review

2.1. Introduction

Knowledge Management (KM), Organizational Innovation, and Project Management Office (PMO) success have become interconnected imperatives for organizations operating in dynamic competitive environments (Alavi & Leidner, 2001; Serban & Luan, 2002). Professional consulting firms depend heavily on these three capabilities as they navigate increasingly complex client challenges

while maintaining operational excellence. Within the context of Saudi Arabia's Vision 2030 transformation, organizations face unprecedented pressure to simultaneously manage knowledge assets effectively, foster continuous innovation, and deliver projects with strategic impact (Saudi Vision 2030, 2016).

The integration of these three organizational constructs remains largely unexplored, particularly within localized business contexts shaped by distinctive economic imperatives. This literature review provides a comprehensive examination of Knowledge Management, Organizational Innovation, and Project Management Office Success, with particular emphasis on their interconnected relationships and their combined influence on organizational performance (Obeidat et al., 2016; Kraus et al., 2021).

2.2. Research Variable 1: Knowledge Management (KM)

2.2.1. Defining Knowledge Management and Its Theoretical Foundations

Knowledge Management represents the systematic process of creating, capturing, sharing, and utilizing organizational knowledge to enhance decision-making, foster innovation, and improve organizational performance (Dalkir, 2017). The foundational work conceptualizes KM as encompassing both explicit knowledge (formally documented information) and tacit knowledge (experience-based understanding embedded within individuals). Nonaka and Takeuchi's (1995) SECI

(Socialization-Externalization-Combination-Internalization) model describes how knowledge is converted from tacit to explicit forms through four stages of interaction, representing a foundational framework for understanding knowledge transformation processes.

The Resource-Based View positions knowledge as a strategic resource providing sustainable competitive advantage. Dynamic Capabilities Theory extends this view by proposing that organizations must continuously develop capacity to sense, seize, and reconfigure knowledge resources in response to environmental changes (Teece, 2010). The Knowledge-Based View emphasizes that in knowledge-intensive industries, competitive advantage flows directly from superior knowledge management capabilities, positioning KM as fundamental to sustained organizational success (Al-Hakim, 2007).

2.2.2. Dimensions and Processes of Knowledge Management

KM operates through interconnected processes that collectively enable organizational learning and performance improvement (Serban & Luan, 2002). Knowledge creation involves the generation of new ideas and insights through organizational learning, experimentation, and cross-functional collaboration. Knowledge sharing facilitates information flow across organizational boundaries, enabling collaborative problem-solving essential for innovation. Knowledge application transforms accumulated knowledge into actionable decisions and strategic initiatives enhancing organizational effectiveness (Alavi & Leidner, 2001).

The structural and infrastructural dimensions of KM encompass organizational culture, leadership commitment, information technology systems, and governance mechanisms. Empirical research demonstrates that organizational culture

significantly influences KM effectiveness. Leadership commitment proves foundational—executives championing knowledge-sharing initiatives create psychological safety enabling open communication (Gürlek & Çemberci, 2020). Information management emerges as a critical supporting capability, directly enhancing organizational resilience and adaptability (Alharbi & Aloud, 2024).

2.2.3. Relationship Between Knowledge Management and Organizational Performance

Empirical evidence consistently demonstrates positive relationships between Knowledge Management practices and organizational performance across diverse contexts (Obeidat et al., 2016). Organizations establishing systematic KM processes demonstrate enhanced decision-making quality, improved operational efficiency, and increased innovation capacity, aligning with the KM Success Model (Jennex & Olfman, 2006).

Research from professional service contexts reveals distinctive KM dynamics. In consulting firms and knowledge-intensive service organizations, KM takes heightened strategic significance because intellectual capital and expertise directly determine service quality and client satisfaction (Perdana et al., 2023).

Organizations implementing systematic KM aligned with strategic objectives demonstrate enhanced project outcomes and sustained competitive advantage in consulting markets (Rhee et al., 2022).

2.3. Research Variable 2: Organizational Innovation

2.3.1. Conceptualization and Multi-Dimensional Character

Organizational Innovation refers to the successful implementation and adoption of new ideas, processes, products, or services generating value and competitive advantage (Crossan & Apaydin, 2010). Beyond mere technological advancement, organizational innovation encompasses process innovations, product innovations, administrative innovations, and strategic innovations. The complexity of modern organizational innovation extends beyond single-dimension approaches; comprehensive frameworks recognize these as complementary yet distinct dimensions (Wang & Ahmed, 2004; Hanelt et al., 2021).

Teece's (2010) foundational work distinguishes between incremental innovation and radical innovation. Organizations require ambidexterity in innovation—simultaneous capacity to exploit existing capabilities while exploring new possibilities. This dual capability proves particularly critical for consulting firms, which must balance delivery excellence on current projects while simultaneously innovating service methodologies (Abbas et al., 2020).

2.3.2. Drivers and Enablers of Organizational Innovation

Knowledge Management emerges as a primary driver of organizational innovation (Obeidat et al., 2016). The transformation of knowledge stocks into innovation flows requires systematic processes for idea generation, evaluation, and implementation (Ronceros et al., 2023).

Leadership plays critical catalytic roles in fostering organizational innovation. Knowledge-oriented leadership styles emphasizing learning, experimentation, and openness to new ideas create climates conducive to innovation (Gürlek & Çemberci, 2020). Organizational culture represents another critical enabler; cultures characterized by psychological safety demonstrate substantially higher innovation performance (Damanpour, 1991). Technological infrastructure and

digital capabilities increasingly function as innovation enablers, but they must be complemented by human capital development and management practices aligned with innovation objectives (Hanelt et al., 2021; Kraus et al., 2021).

2.3.3. The Dynamic Nature of Innovation Capabilities

Recent research positions innovation capability as a dynamic capability for a higher-order organizational competence enabling firms to sense market opportunities, seize emerging possibilities, and transform resources into innovative outcomes (Teece, 2010). Innovation capability encompasses multiple dimensions, including strategic, operational, and product innovation capabilities. Firms with strong innovation capabilities demonstrate superior adaptability to market changes and competitive pressures (Gürlek & Çemberci, 2020; Kraus et al., 2021).

2.3.4. Relationship Between Knowledge Management and Organizational Innovation

Empirical evidence consistently demonstrates positive relationships between KM practices and organizational innovation performance. KM enables organizations to access diverse knowledge sources sparking creative thinking, facilitates collaboration synthesizing disparate expertise, and establishes organizational memory (Abdi & Senin, n.d.; Obeidat et al., 2016).

Knowledge management practices combined with organizational learning demonstrate joint positive effects on innovation performance; organizations simultaneously investing in KM and learning capabilities achieve substantially higher innovation outcomes (Yudhistira et al., 2025). Knowledge-oriented leadership significantly strengthens KM-innovation relationships, highlighting leadership's importance in translating knowledge into actionable innovation (Gürlek & Çemberci, 2020).

2.4. Research Variable 3: Project Management Office (PMO) Success

2.4.1. The Evolution and Strategic Positioning of PMOs

A Project Management Office represents a centralized organizational function responsible for defining, maintaining, and improving project management practices, methodologies, and governance mechanisms. The PMO serves as a strategic hub translating organizational strategy into project outcomes (Project Management Institute, 2021). Evolution of PMO roles has progressed substantially from early service-support functions focused on resource management to contemporary strategic roles encompassing governance, portfolio management, innovation facilitation, and organizational learning (Ibbs & Kwak, 2000; Jugdev & Thomas, 2002).

2.4.2. PMO Functions and Their Impact on Organizational Outcomes

PMO functions encompass diverse but interconnected responsibilities critical to organizational project delivery. Governance and strategic alignment functions ensure projects remain connected to organizational strategy (Aubry et al., 2007). Monitoring and controlling project performance involves establishing metrics, tracking progress, and managing deviations from the plan (Dai & Wells, 2004). Empirical research demonstrates that when PMO functions are tailored to the business context, they significantly change project performance variables, adapting their function emphasis to organizational requirements and industry dynamics (Albaiti & Alsulami, 2021; Project Management Institute, 2021).

2.4.3. Critical Success Factors and Barriers to PMO Effectiveness

Research consistently identifies top management support and leadership commitment as most critical success factors for PMO implementation (Aubry et al., 2007). Strategic alignment between PMO functions and organizational

objectives ensures that PMO activities contribute meaningfully to business outcomes rather than becoming isolated administrative functions (Project Management Institute, 2021). Adequate resource allocation including skilled personnel, technology infrastructure, and budget supports PMO capability development (Dai & Wells, 2004). Significant barriers to PMO implementation include resistance to change and lack of standardization (Jugdev & Thomas, 2002).

2.4.4. PMO Success Metrics and Performance Dimensions

PMO success extends beyond traditional project metrics (on time, on budget delivery) to encompass broader organizational impacts. Modern frameworks recognize that PMO success encompasses strategic dimensions including organizational alignment, capability development, and innovation enablement (Aubry et al., 2007). Organizational maturity progression represents a longer term success indicator; organizations achieving higher maturity levels demonstrate substantially better on time and within budget completion compared to lower maturity organizations (Ibbs & Kwak, 2000; Project Management Institute, 2021).

2.4.5. PMO in Knowledge-Intensive Professional Service Organizations

In consulting firms, PMOs function within distinctive contexts. The project-based nature of consulting work makes project management discipline particularly critical. PMOs in consulting firms increasingly emphasize capability development and knowledge capture, recognizing that intellectual capital and methodology represent competitive differentiators (Jafari & Ramezani, 2018). The integration of PMO activities with knowledge management processes enables professional service firms to leverage project experiences as sources of competitive advantage and innovation capability (Foster et al., 2023; Sepúlveda-Rivillas et al., 2022).

2.5. Relationship Between Research Variables

Table.1: Relationships Between Research Variables.

Research Variables Interplay	Key Authors & Empirical Evidence	Primary Mechanism
 KM → Organizational Innovation	Obeidat et al. (2016); Gürlek & Çemberci (2020)	KM acts as a critical transformation mechanism; knowledge sharing and leadership directly drive innovation capacity.
 KM → PMO Success	Jafari & Ramezani (2018); Foster et al. (2023)	Systematic capture of project knowledge establishes repositories that improve project planning, risk management, and PMO maturity.
 Organizational Innovation → PMO Success	Hanelt et al. (2021); Alves & de Carvalho (2023)	Innovative cultures allow PMOs to adapt methodologies, leading to measurable improvements in delivery excellence and stakeholder satisfaction.
 The Mediating Role of Innovation	Yudhistira et al. (2025); Abbas et al. (2020)	KM builds intellectual assets, but these assets enhance PMO effectiveness significantly when transformed into dynamic, innovative delivery methodologies.

Note. This table synthesizes the empirical evidence linking Knowledge Management (KM), Organizational Innovation, and Project Management Office (PMO) success based on the reviewed literature.

2.5.1. Knowledge Management as Driver of Organizational Innovation

Empirical evidence from diverse organizational contexts establishes that Knowledge Management practices significantly predict organizational innovation

performance (Obeidat et al., 2016). Advanced empirical research reveals that knowledge management practices mediate relationships between learning organization practices and innovation performance (Yudhistira et al., 2025). Knowledge-oriented leadership significantly strengthens KM-innovation relationships (Gürlek & Çemberci, 2020). The transformation of knowledge assets into innovation flows requires proactive organizational processes for idea generation, fostering organizational agility (Abbas et al., 2020).

2.5.2. Knowledge Management and PMO Success

Knowledge Management directly influences Project Management Office effectiveness through multiple pathways. PMOs that systematically capture and organize project management knowledge from completed engagements establish organizational repositories enabling improved project planning (Foster et al., 2023). Integration of KM and PMO functions creates synergistic benefits: PMOs ensure projects execute according to organizational standards, while KM systems preserve and leverage insights from project experiences for organizational learning (Jafari & Ramezani, 2018; Sepúlveda-Rivillas et al., 2022).

2.5.3. Organizational Innovation and PMO Success

Organizational innovation capabilities represent important drivers of PMO effectiveness. Organizations with strong innovation cultures demonstrate greater ability to adapt project management methodologies in response to changing business requirements (Project Management Institute, 2021; Hanelt et al., 2021). The relationship between innovation and PMO success appears particularly pronounced in knowledge-intensive sectors where projects involve complex problem-solving requiring creative methodological approaches (Alves & de Carvalho, 2023). Organizations integrating process innovation within PMO functions achieve substantially higher project success rates (Kraus et al., 2021).

2.5.4. The Mediating Role of Organizational Innovation Between KM and PMO Success

A critical theoretical proposition emerging from literature examination is whether organizational innovation mediates the relationship between Knowledge Management and PMO success. The theoretical logic supporting a mediating mechanism rest on several foundations: KM practices develop organizational capacity for innovation; this enhanced innovation capability enables organizations to improve project management practices; these innovations directly enhance PMO effectiveness (Yudhistira et al., 2025).

Dynamic capabilities theory provides a theoretical foundation for understanding these mediating mechanisms. Organizations with strong dynamic capabilities leverage KM investments more effectively for innovation and project management success (Alves & de Carvalho, 2023; Teece, 2010). The consulting sector context amplifies the potential importance of this mediating relationship. PMO effectiveness in consulting firms depends substantially on the organization's capacity to innovate project delivery methodologies, innovations directly enabled by effective KM systems (Den Hertog, 2000).

Figure 2. *Conceptual Framework of the Study.*



2.5.5. Contextual Factors: Saudi Arabia's Vision 2030 and Consulting Sector Dynamics

The consulting sector in Riyadh operates within a distinctive context shaped by Saudi Vision 2030 and rapid economic transformation. The emphasis on diversification, efficiency improvement, and innovation embedded in Vision 2030 creates environmental pressure for consulting firms to enhance their capability for innovation and project delivery excellence (Saudi Vision 2030, 2016).

In this dynamic environment, the integration of KM, organizational innovation, and PMO excellence become strategically imperative rather than merely operationally desirable. Organizations excelling in all three dimensions—KM, innovation, and PMO—develop competitive advantages difficult for competitors to replicate in this rapidly evolving market (Alharbi & Aloud, 2024).

2.6. Conclusion

This comprehensive literature review has established robust conceptual foundations for investigating the interconnected roles of Knowledge Management, Organizational Innovation, and Project Management Office success within consulting sector contexts (Alavi & Leidner, 2001). Project Management Office success, evolving from administrative support to strategic governance and

organizational learning functions, directly impacts organizational effectiveness in executing complex initiatives (Project Management Institute, 2021).

Empirical evidence indicates that Knowledge Management practices significantly predict organizational innovation outcomes through multiple transformative pathways. The potential mediating role of organizational innovation between KM and PMO success whereby KM enabled innovation capability enhances project management methodologies appears theoretically plausible and practically significant but remains empirically underexplored, particularly in professional service consulting contexts (Alves & de Carvalho, 2023).

The distinctive context of Saudi Arabia's consulting sector, characterized by rapid economic transformation and the imperatives of Vision 2030, amplifies the strategic importance of understanding these integrated relationships (Saudi Vision 2030, 2016). Future research investigating these relationships within the consulting sector context will contribute substantially to both theoretical understanding and practical guidance for organizations seeking to transform their intellectual capital into sustained competitive advantage (Yudhistira et al., 2025).

3. Chapter 3: Research Methodology

3.1 Introduction

This section explains the methodology that was applied in the current project to answer the study questions and test the study hypotheses. The following titles explain the operational definitions for the research variables, the research design, the study population and sample, data collection methods, and the data analysis procedures that have been applied in this study.

3.2. Operational definitions for research variables

In research studies, operational definitions are key in clearly defining the variables being measured. An operational definition describes how a variable will be measured, observed, or manipulated to ensure the study is consistent, reliable, and valid. The variables of this study are operationally defined as follows:

3.2.1. Knowledge Management Practices (The independent variable)

Knowledge Management Practices are operationally defined as the systematic processes implemented within a company or PMO to effectively manage its intellectual assets. In this study, it is measured using 10 items distributed across four key dimensions: Knowledge Creation (generating new insights), Knowledge Sharing (exchanging expertise among consultants), Knowledge Storage (maintaining structured digital archives), and Knowledge Application (utilizing past project experiences).

3.2.2. Organizational Innovation (The mediating variable)

Organizational Innovation is operationally defined as the company's ability to develop and integrate new methodologies, services, and administrative frameworks. In this research, it is measured using 7 items distributed across three key dimensions: Process Innovation (enhancing project workflows), Service Innovation (introducing new consulting offerings), and Administrative Innovation (streamlining internal bureaucracy).

3.2.3. PMO Success (The dependent variable)

Operational Definition: PMO Success is operationally defined as the overall effectiveness of the Project Management Office in achieving desired project outcomes and strategic goals. In this study, it is measured using 8 items across four dimensions: Time & Budget (delivering projects within planned constraints), Project Quality (maintaining professional and technical standards), Client Satisfaction (fulfilling stakeholder expectations), and Strategic Alignment (contributing to the company long-term business vision).

3.3. Research Design

This research adopts the "Research Onion" model developed by Saunders et al.

The methodological structure covers six important matters as follows:

1. Research Philosophy: Positivist.
2. Research Approach: Deductive.
3. Research Strategy: Survey.
4. Research Choice: Quantitative.
5. Time Horizon: Cross-sectional.
6. Data Collection and Analysis Techniques: Statistical analysis of survey results.

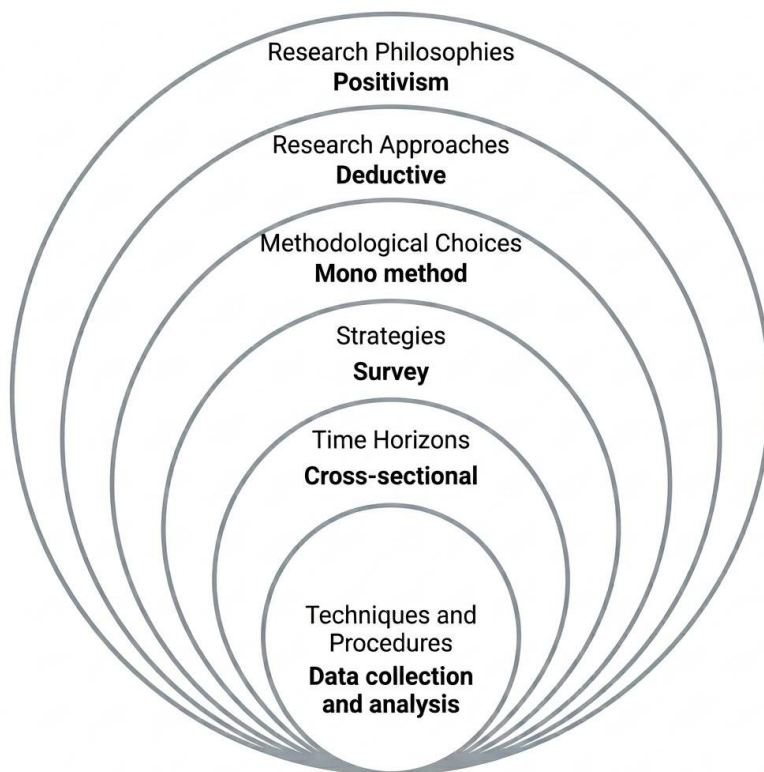


Figure 3: Research Onion. Source: The student.

3.4. Research population & Sampling methods and technique

This section provides information about the study population and sample. Additionally, this section demonstrates the methods and techniques that were elaborated to select the study sample and determine the sample size.

3.4.1. Research Population

The targeted population consists of professionals working within the consulting sector in Riyadh, Saudi Arabia. Specifically, employees operating within or closely interacting with Project Management Offices (PMOs) in consulting companies.

The estimated population size for the targeted networks and companies is approximately 250 professionals. The population classifications include PMO Directors, Project Managers, Consultants, Project Coordinators, and general team members or administrative staff involved in supporting project execution and operations.

3.4.2. Research Sample

A sample is a representative subset of the research population. To ensure the reliability and validity of the study, the sample size was determined using the universally accepted table established by Krejcie & Morgan (1970). According to the Krejcie & Morgan table, for a given population size of $N=250$, the required minimum sample size is $S=152$ participants. The sample includes various classifications from the targeted population to ensure diverse perspectives regarding the research topic.

3.4.3. Sampling Method & Techniques

This study utilizes a non-probability sampling technique. Under this technique, the Convenience sampling method is applied. Convenience sampling is highly

effective for this research as it allows for the distribution of the questionnaire to readily available professionals within the consulting network and PMO groups (e.g., via digital platforms like LinkedIn), ensuring an efficient and timely data collection process.

3.5. Data collection method

Data were collected through a structured questionnaire designed to assess the impact of Knowledge Management Practices on PMO Success, with Organizational Innovation acting as a mediating variable. The questionnaire included quantitative items measured on a 5-point Likert scale to gather comprehensive and standardized data from the targeted professionals.

3.5.1. The independent variable (Knowledge Management Practices)

The questionnaire used to measure the Knowledge Management Practices was adapted from previous studies. It consists of 10 items that cover various dimensions, including Knowledge Creation, Knowledge Sharing, Knowledge Storage, and Knowledge Application. As Knowledge Creation consists of 3 items,

Knowledge Sharing consists of 2 items, Knowledge Storage consists of 2 items, and Knowledge Application consists of 3 items. The instrument type is a 5-points Likert-scale type. Hence, 1= strongly disagree, while 5= strongly agree.

Table 2. The Instrument of The Independent Variable (Knowledge Management Practices).

Variable	Variable Dimensions	No. of Items
Knowledge Management Practices	Knowledge Creation	3
	Knowledge Sharing	2
	Knowledge Storage	2
	Knowledge Application	3
Overall		10

Source: The student.

3.5.2. The mediating variable (Organizational Innovation)

The questionnaire used to measure the (Organizational Innovation) was adapted from previous studies. It consists of 7 items that cover various dimensions, including Process Innovation, Service Innovation, and Administrative Innovation. As, Process Innovation dimension consists of 3 items, Service Innovation dimension consists of 2 items, and Administrative Innovation dimension consists of 2 items. The instrument type is a 5-points Likert-scale type. Hence, 1= strongly disagree, while 5= strongly agree.

Table 3. The Instrument of The Mediating Variable (Organizational Innovation).

Variable	Variable Dimensions	No. of Items
Organizational Innovation	Process Innovation	3
	Service Innovation	2
	Administrative Innovation	2
Overall		7

Source: The student.

3.5.3. The dependent variable (PMO Success)

The questionnaire used to measure the (PMO Success) was adapted from previous studies. It consists of 8 items that cover various dimensions, including Time & Budget, Project Quality, Client Satisfaction, and Strategic Alignment. As, Time & Budget dimension consists of 2 items, Project Quality dimension consists of 2 items, Client Satisfaction dimension consists of 2 items, and Strategic Alignment dimension consists of 2 items. The instrument type is a 5-points Likert-scale type. Hence, 1= strongly disagree, while 5= strongly agree.

Table 4. The Instrument of The Dependent Variable (PMO Success).

Variable	Variable Dimensions	No. of Items
PMO Success	Time & Budget	2
	Project Quality	2
	Client Satisfaction	2
	Strategic Alignment	2
Overall		8

Source: The student.

3.6. Types of data

3.6.1. Primary data

The primary data is gathered quantitatively through the structured questionnaire distributed to professionals working within or closely interacting with Project Management Offices (PMOs) in the consulting sector.

3.6.2. Secondary data

Secondary data were gathered from academic journals, sector reports, previous related literature, and other scholarly works. These sources helped provide additional context and support for the primary data collected, offering a broader

understanding of the impact of Knowledge Management Practices on PMO Success through the mediating role of Organizational Innovation.

3.7. Data Analysis Methods & Procedures

After collecting data, it is essential to analyze the information gathered to draw meaningful conclusions. As, the Statistical Package for the Social Sciences (SPSS) version 28, were used to analyze the collected data. The data analysis procedures include the following techniques:

- The sample profile test was conducted, via descriptive analysis, to gain insights into the characteristics of the sample population. It helps researchers understand the demographics, preferences, and other relevant information about the individuals involved in the study.
- Validity and reliability tests are crucial in ensuring that the data collected is accurate and consistent. Validity tests (Exploratory factor analysis) were utilized to determine if the research instruments measure what they are intended to measure, while reliability tests (Cronbach's Alpha test) assess the consistency of results over time.
- Inferential Statistics Correlation and regression analyses were used to assess the relationships between Knowledge Management Practices, Organizational Innovation, and PMO Success, and to test the study's hypotheses.

3.8. Conclusion

This chapter detailed the research methodology adopted to achieve the study's objectives. It outlined the quantitative approach, deductive reasoning, and survey strategy utilized to investigate the research problem. Furthermore, it defined the target population of consulting professionals, the non-probability convenience sampling technique, and the design of the 25-item structured questionnaire.

Finally, it specified the data analysis methods, primarily utilizing SPSS version 28, to ensure the validity, reliability, and proper evaluation of the collected data. The subsequent chapter will present the findings and results of the data analysis.

4. Chapter 4: Statistical Analysis & Findings discussion

4.1. Introduction

This chapter presents the results of the data collected from professionals within the consulting sector in Riyadh. The primary objective of this chapter is to statistically analyze the gathered data by using the SPSS software package to assess the relationships between Knowledge Management, Organizational Innovation, and Project Management Office. The chapter follows a structured format, covering the sample profile, followed by validity and reliability tests for the measurement instrument. It then presents the descriptive statistics of the research variables to answer the research questions, and concludes with hypotheses testing, findings discussion, followed by a discussion connecting the findings with previous literature and a brief chapter conclusion.

4.2. Sample Profile (descriptive Statistics for Research Sample)

A total of 102 valid responses were collected via an online survey. A descriptive analysis utilizing frequencies and percentages was conducted. The demographic variables analyzed are limited to Age, Educational Qualification, and Years of Experience, which provide a clear overview of the participants' professional background in the consulting sector.

The following table show classification of the study sample (N = 102):

Table 5. Demographic Profile of the Sample.

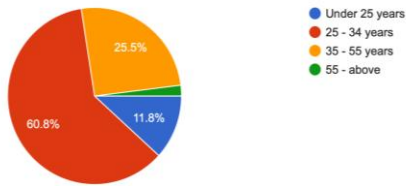
Variable	Category	Frequency	Percentage (%)
Age	Under 25 years	12	11. %
	25 – 34 years	62	60.8%
	35 – 55 years	26	25.5%
	55 – above	2	2%
	Overall	102	100%
Educational Qualification	Bachelor's Degree	71	69.6 %

	Master's Degree	20	19.6 %
	PhD	9	8.8 %
	Professional Diploma / Other	2	2 %
	Overall	102	100%
Years of Experience	Less than 1 year	10	9.8%
	1 to 5 years	34	33.3%
	6 to 10 years	37	36.3%
	More than 10 years	21	20.6%
	Overall	102	100%

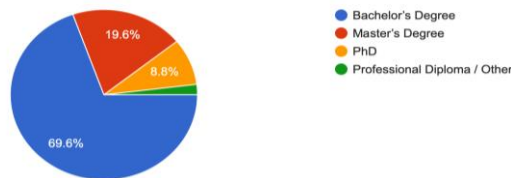
Source: The student.

Based on Table (6), the following demographic profile was observed:

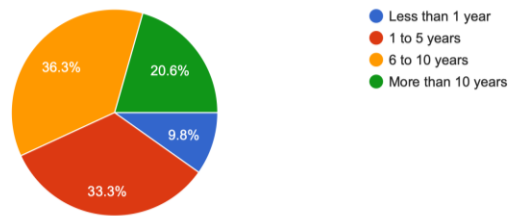
- Regarding Age: The results showed that 62 respondents are in the 25 – 34 years age bracket, representing a significant 60.8% of the total sample. This indicates a predominantly young, energetic, and dynamic workforce within the sector. It is followed by the 35 – 55 years category with 26 respondents (25.5%), while the youngest (under 25) and oldest (55 and above) categories represent smaller segments of 11.8% and 2%, respectively.



- Regarding Educational Qualification: The results showed that most of the sample (71 respondents, 69.6%) hold a bachelor's degree. This is followed by a significant segment with advanced degrees, specifically 20 respondents (19.6%) with a master's degree and 9 respondents (8.8%) with a PhD. The remaining 2 respondents (2.0%) reported holding a Professional Diploma or other qualifications.



- Regarding Years of Experience: 37 respondents have 6 to 10 years of professional experience, representing 36.3% of the sample. This is closely followed by those with 1 to 5 years of experience (34 respondents, 33.3%). Furthermore, 21 respondents (20.6%) have more than 10 years of experience.



4.3. Validity & Reliability Tests for the Questionnaires

4.3.1. Validity Analysis

Exploratory Factor Analysis (EFA) was conducted.

- **Kaiser-Meyer-Olkin (KMO) measure:** 0.844
- **Bartlett's Test of Sphericity:** $\chi^2 (378) = 4515.933, p < 0.001$

The KMO measure is 0.844, which is well above the acceptable threshold of 0.70, indicating excellent sampling adequacy. Furthermore, Bartlett's Test is highly significant ($p < 0.001$), showing strong correlation among the questionnaire items. These results suggest that the data is suitable for factor analysis, confirming the construct validity (Hair et al., 2010).

4.3.2. Reliability Analysis

Cronbach's Alpha was calculated to assess internal consistency.

- Knowledge Management Practices scale (10 items): $\alpha = 0.972$
- Organizational Innovation scale (7 items): $\alpha = 0.966$
- PMO Success scale (8 items): $\alpha = 0.978$
- Overall (25 items): $\alpha = 0.985$

All scales exceeded the recommended threshold of 0.70, indicating strong internal reliability (Nunnally, 1978).

4.4. Descriptive statistics for research variables

Descriptive statistics were used to explore the overall trends in response to the questionnaire items. Answered the questionnaire using a 5-point Likert scale, ranging from Strongly Disagree to Strongly Agree.

Table 6. Knowledge Management Practices items (Independent Variable).

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Acquiring and creating new knowledge.	3.9%	5.9%	17.6%	52.0%	20.6%
Providing resources for new ideas.	1.0%	8.8%	18.6%	51.0%	20.6%

Documenting solutions in knowledge base.	1.0%	6.9%	23.5%	49.0%	19.6%
Sharing expertise and lessons learned.	2.0%	4.9%	21.6%	46.1%	25.5%
Collaborative knowledge exchange culture.	3.9%	5.9%	19.6%	48.0%	22.5%
Capturing insights from completed projects.	1.0%	10.8%	18.6%	48.0%	21.6%
Easy retrieval of archived knowledge.	3.9%	10.8%	16.7%	45.1%	23.5%
Applying experiences to new challenges.	2.9%	4.9%	17.6%	47.1%	27.5%
Integrating knowledge into daily operations.	3.9%	6.9%	17.6%	51.0%	20.6%
Applying lessons to mitigate risks.	2.9%	3.9%	20.6%	48.0%	24.5%

Source: The student.

Table 7. Organizational Innovation items (Mediating Variable).

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Improved project execution processes.	3.9%	6.9%	26.5%	43.1%	19.6%
Updating methodologies to enhance efficiency.	2.9%	8.8%	24.5%	48.0%	15.7%

Implementing innovative project tracking tools.	2.9%	11.8%	20.6%	47.1%	17.6%
Developing customized client solutions.	2.9%	12.7%	19.6%	47.1%	17.6%
Upgrading services with advanced techniques.	3.9%	6.9%	25.5%	46.1%	17.6%
Adopting new internal operation methods.	3.9%	8.8%	21.6%	48.0%	17.6%
Minimizing bureaucracy for faster decisions.	2.9%	11.8%	22.5%	45.1%	17.6%

Source: The student.

Table 8. Project Management Office Success items (Dependent Variable).

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Delivering projects within planned schedule.	2.0%	6.9%	25.5%	44.1%	21.6%
Keeping projects within allocated budgets.	2.9%	10.8%	18.6%	44.1%	23.5%

Establishing strict quality benchmarks.	2.9%	6.9%	21.6%	46.1%	22.5%
Conducting regular quality checks.	2.9%	6.9%	17.6%	48.0%	24.5%
Achieving high client satisfaction.	3.9%	5.9%	21.6%	44.1%	24.5%
Addressing client feedback effectively.	2.9%	3.9%	21.6%	47.1%	24.5%
Aligning projects with strategic goals.	3.9%	2.0%	19.6%	50.0%	24.5%
Contributing to long-term organizational vision.	2.9%	5.9%	18.6%	49.0%	23.5%

Source: The student.

4.5. Testing Hypotheses & Findings Discussion

Hypothesis 1: KM practices have a positive and significant impact on PMO success.

Correlation analysis revealed a strong positive relationship between Knowledge Management Practices and PMO Success ($r = 0.877$, $p < 0.01$), fully supporting the hypothesis. This indicates that mature PMOs in the consulting sector heavily rely on capturing and sharing knowledge to optimize resources and ensure successful project delivery (supported by Pemsel & Wiewiora, 2013). In the questionnaire,

74.6% of the participants agreed on applying past experiences to new challenges (KM8), which aligns perfectly with the 74.5% who agreed that their PMO aligns projects with strategic organizational goals (PMO7). This demonstrates that practical knowledge application directly translates to strategic project success.

Hypothesis 2: KM practices have a positive and significant impact on Organizational Innovation.

The analysis shows a strong positive and highly significant correlation between Knowledge Management Practices and Organizational Innovation ($r = 0.824$, $p < 0.01$), supporting the hypothesis. Respondents working in environments that foster knowledge creation and sharing are significantly more likely to adopt innovative processes and customized client solutions. The questionnaire responses showed that 72.6% of the participants agreed on acquiring and creating new knowledge (KM1), matching the 63.7% who agreed on updating project methodologies to enhance efficiency (OIV2). This proves that active knowledge creation directly drives internal innovation.

Hypothesis 3: Organizational Innovation has a positive and significant impact on PMO success.

The results showed a strong positive relationship between Organizational Innovation and PMO Success ($r = 0.828$, $p < 0.01$), supporting the hypothesis. This finding suggests that consulting companies frequently update their methodologies and implement innovative tracking tools achieve higher project quality and greater client satisfaction. In the questionnaire, 64.7% agreed on developing customized client solutions (OIV4), which is directly reflected in the 68.6% who agreed on

achieving high client satisfaction by the PMO (PMO5). Innovative approaches in service delivery clearly lead directly to highly tangible project outcomes.

Hypothesis 4: Organizational Innovation mediates the relationship between KM practices and PMO success.

Mediation analysis using the correlation evidence suggests that Organizational Innovation acts as a significant mediator between KM practices and PMO success. The strong, statistically significant correlations among all three constructs confirm that effective knowledge management builds intellectual assets, which subsequently enhance PMO effectiveness when transformed into innovative administrative and service delivery methodologies (consistent with Wang & Wang, 2012; Yudhistira et al., 2025). Participants' responses demonstrate this capability; their integration of new knowledge (KM9: 71.6%) directly drives them to update project methodologies to enhance efficiency (OIV2: 63.7%). This specific process of innovation serves as the critical bridge that directly enables the PMO to deliver projects within the planned schedule (65.7% for PMO1) and keep executions within allocated budgets (67.6% for PMO2).

Findings and Discussion

The findings of this study reveal a strong, positive relationship between Knowledge Management, Organizational Innovation, and PMO success. The results demonstrate that each variable is highly important on its own: Knowledge Management is essential for capturing and sharing expertise, and Organizational Innovation is for developing new client solutions. However, the data confirms that when these variables are combined, their importance becomes much stronger, and their overall impact on the companies is significantly better. Ultimately, when

companies use their shared knowledge to actively drive internal innovation, this combined effect maximizes PMO success and guarantees high project outcomes.

4.6. Connect the results with Previous literature

The findings of this study align closely with several previous studies conducted in the field. Below is a comprehensive comparison of the current results with Previous literature:

- **Knowledge Management and PMO Success**

The strong positive correlation ($r = 0.877$) and the high percentage of agreement (74.6%) regarding the application of past experiences to new challenges mirror the findings of **Foster et al. (2023)**. They emphasized that systematically capturing project knowledge establishes organizational repositories that significantly improve project planning. Similarly, Jafari and Ramezani (2018) found that the integration of KM and PMO functions create synergistic benefits in consulting companies. The current study reinforces these observations by demonstrating that practical knowledge application directly translates to strategic project success and better resource optimization.

- **Knowledge Management and Organizational Innovation**

This study found a strong positive correlation between KM practices and organizational innovation, with 72.6% of participants on the 5-point scale agreeing that acquiring and creating new knowledge is an active daily practice. This is consistent with **Obeidat et al. (2016)**, who concluded that KM practices significantly predict organizational innovation performance.

Furthermore, **Gürlek and Çemberci (2020)** support this finding, noting that the systematic sharing and transformation of knowledge acts as a critical mechanism driving an organization's overall innovation capacity.

- **Organizational Innovation and PMO Success**

The study revealed a strong positive relationship between innovation and PMO outcomes, with 64.7% of respondents confirming the development of customized client solutions. This echoes the work of **Hanelt et al. (2021)** and **Kraus et al. (2021)**, who argued that organizations integrating process and service innovation within PMO functions achieve substantially higher project success rates.

- **The Mediating Role of Organizational Innovation**

The mediation analysis confirming that organizational innovation acts as a vital bridge between KM practices and PMO success provides a critical theoretical alignment with the Dynamic Capabilities Theory conceptualized by **Teece (2010)**. The survey results demonstrated that integrating new knowledge (71.6%) directly enables updating project methodologies (63.7%). This specific mechanism aligns with **Yudhistira et al. (2025)**, who proposed that KM builds intellectual assets, but these assets only enhance project effectiveness significantly when transformed into dynamic, innovative delivery methodologies.

4.7. Conclusion

This chapter presented a comprehensive analysis of data collected to evaluate the relationships among Knowledge Management, Organizational Innovation, and

PMO success. The results reveal that when consulting companies effectively share and apply knowledge, they become more innovative in their work methods and client solutions. In turn, this innovation directly improves the PMO's ability to deliver projects on time, within budget, and with high client satisfaction. Ultimately, hypothesis testing confirmed the mediating role of organizational innovation; it acts as the bridge connecting knowledge management practices to tangible PMO success.

5. Chapter Five: Research Limitations, Recommendations & Conclusion

5.1. Research Limitations

While this study provides valuable insights into the Impact of Knowledge Management on Organizational Innovation & PMO Success in Consulting Sector in Riyadh, several limitations should be acknowledged:

- The study was limited to consulting companies operating within Riyadh City. Therefore, the findings may not be fully generalizable to other industries (healthcare, construction, e.g...) or other geographic regions or cities.

- The research utilized a cross-sectional design, capturing data at a single point in time. This limits the ability to observe the dynamic, long-term evolution of knowledge management, innovation practices, and PMO methodologies over extended periods.
- Data was collected through closed-ended, self-reported surveys (5-point Likert scale). While this ensured statistical reliability, incorporating qualitative methods (such as in-depth interviews) could have provided a richer understanding of the cultural factors driving all variables.
- Although the sample size was statistically sufficient and passed all validity and reliability tests, a larger sample size in future studies could give more robust and highly segmented insights.

5.2. Research Recommendations

Based on the empirical findings of this research, several recommendations are proposed for consulting companies, PMO leaders, and for future academic exploration:

- **Invest in Active Knowledge Application:** PMOs should move beyond simply archiving project data. Establish regular "lessons learned" workshops where past project experiences are actively discussed and translated into updated methodologies for future projects.
- **Empower Innovation-Driven PMOs:** Top management should empower PMOs to be centers of innovation rather than just an administrative routine, Employees should be given the flexibility and resources to experiment with new service solutions and agile processes that meet shifting client demands.

- **Integrate Technology with Human Collaboration:** While digital databases are important for storing knowledge, firms should prioritize creating a collaborative culture. Mentorship programs where senior consultants or leaders share tacit knowledge with junior staff directly enhance the firm's innovative capacity.
- **Longitudinal Studies:** Future research should consider longitudinal designs to track how organizational innovation capabilities and KM practices evolve over time within PMOs, particularly as market maturity and technological advancements progress.
- **Exploring Additional Mediators:** While this study proved the mediating role of innovation, future studies could investigate other potential mediating or moderating variables, such as specific leadership style or the level of digital transformation maturity, to provide an even broader understanding of PMO success factors.
- **Cross-Sectoral Expansion:** Researchers are encouraged to expand the scope beyond the consulting industry to include other knowledge-intensive sectors in Saudi Arabia, such as healthcare, IT... etc. This would allow for valuable cross-industry comparisons.

5.3. Conclusion

This research addressed a critical gap in project management literature by investigating how Knowledge Management (KM) and Organizational Innovation jointly determine Project Management Office (PMO) success within the highly competitive consulting sector of Riyadh. The findings confirmed a clear chain of impact: effective knowledge management builds the necessary intellectual foundation, but it is the active transformation of this knowledge into organizational innovation that ultimately guarantees project success. The study proved that

intellectual capital alone is not enough; it must be converted into refined processes and tailored client services to ensure projects are delivered on time, within budget, and with high quality. Ultimately, this research provides consulting firms with a validated, practical roadmap to leverage their collective expertise, driving sustainable competitive advantage in alignment with the ambitious economic transformations of Saudi Arabia.

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Appendix

1. Table of Research Instruments

Table 9. Table of Research Instruments.

Variable	Variable Dimensions	No. of Items
Knowledge Management Practices	Knowledge Creation	3
	Knowledge Sharing	2
	Knowledge Storage	2
	Knowledge Application	3
Organizational Innovation	Process Innovation	3
	Service Innovation	2
	Administrative Innovation	2
PMO Success	Time & Budget	2
	Project Quality	2
	Client Satisfaction	2
	Strategic Alignment	2
Overall		25

2. Research Questionnaire

Dear Participant, This Questionnaire aims to investigate the impact of Knowledge Management Practices on Organizational Innovation and PMO Success within the Consulting sector in Riyadh. This survey will take approximately 5 to 10 minutes to complete. Your participation is completely voluntary, and all gathered data will be treated with strict confidentiality and used for academic research only.

The target audience includes Project Managers (PMs), PMOs directors, Consultants and general employees working in the consulting sector.

Demographic Information

Please select the option that describes you:

1. Age:

- Under 25 years
- 25 - 34 years
- 35 - 55 years
- 55 - above

2. Educational Qualification:

- Bachelor's Degree
- Master's Degree
- PhD
- Professional Diploma / Other

3. Years of Experience

- Less than 1 year
- 1 to 5 years
- 6 to 10 years
- More than 10 years

Questionnaire Instructions

Please read each statement carefully and select the response that best reflects your opinion using the following 5-point scale: (1) Strongly Disagree | (2) Disagree | (3) Neutral | (4) Agree | (5) Strongly Agree

Knowledge Management Practices (KM)

Dimension 1: Knowledge Creation

(KM1) 1. The Company has effective processes to acquire and create new knowledge from clients, partners, and markets.

(KM2) 2. Employees are provided with adequate resources and time to develop new ideas, methods, and insights.

(KM3) 3. The Company continuously updates its knowledge base by documenting innovative solutions developed during project delivery.

Dimension 2: Knowledge Sharing

(KM4) 4. Experienced consultants actively share their expertise and "lessons learned" with junior staff.

(KM5) 5. The Company fosters a culture of collaboration where knowledge exchange across different teams is actively encouraged.

Dimension 3: Knowledge Storage

(KM6) 6. The Company regularly updates its knowledge base by capturing insights and lessons learned from completed projects.

(KM7) 7. It is easy for employees to locate and retrieve archived organizational knowledge when needed for a new project.

Dimension 4: Knowledge Application

(KM8) 8. Our team members efficiently apply existing organizational knowledge and past experiences to solve new project challenges.

(KM9) 9. New knowledge is quickly integrated into our daily consulting operations and service delivery practices.

(KM10) 10. The Company applies lessons learned from past projects to manage risks and avoid repeating previous mistakes.

Organizational Innovation (OIV)

Dimension 1: Process Innovation

(OIV1) 11. The Company frequently introduces new or significantly improved processes to execute and monitor projects.

(OIV2) 12. We constantly update our project management methodologies to enhance operational efficiency and reduce delivery time.

(OIV3) 13. We successfully implement innovative tools to streamline project tracking.

Dimension 2: Service Innovation

(OIV4) 14. The Company regularly develops new and customized consulting solutions to meet changing client demands.

(OIV5) 15. Our existing consulting services are continuously upgraded with advanced techniques.

Dimension 3: Administrative Innovation

(OIV6) 16. Our management structure flexibly adopts new methods for organizing internal operations and HR.

(OIV7) 17. The management actively minimizes bureaucratic obstacles to speed up project decision-making.

Project Management Office Success (PMO)

Dimension 1: Time & Budget

(PMO1) 18. The projects by our PMO are consistently delivered within the planned schedule.

(PMO2) 19. The PMO effectively ensures that project executions remain within the allocated financial budgets.

Dimension 2: Project Quality

(PMO3) 20. The PMO successfully establishes strict quality benchmarks that project deliverables must meet.

(PMO4) 21. The PMO conducts regular quality checks throughout the project lifecycle.

Dimension 3: Client Satisfaction

(PMO5) 22. Our client's express high levels of satisfaction with the final outcomes and solutions delivered by our project team.

(PMO6) 23. The PMO effectively captures and addresses client feedback to meet their evolving expectations.

Dimension 4: Strategic Alignment

(PMO7) 24. The projects we execute are aligned with Company strategic and business goals of the organization.

(PMO8) 25. The PMO contributes effectively to the long-term organization vision.

SPSS Statistical Output

KM

Reliability Statistics

Cronbach's Alpha	N of Items
.972	10

OIV

Reliability Statistics

Cronbach's Alpha	N of Items
.966	7

PMO

Reliability Statistics

Cronbach's Alpha	N of Items
.978	8

Demographic Profile

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Under 25 years	12	11.8	11.8	11.8
	25 – 34 years	62	60.8	60.8	72.5
	35 – 55 years	26	25.5	25.5	98.0
	55 – above	2	2.0	2.0	100.0
	Total	102	100.0	100.0	

Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelor's Degree	71	69.6	69.6	69.6
	Master's Degree	20	19.6	19.6	89.2
	PhD	9	8.8	8.8	98.0
	Professional Diploma / Other	2	2.0	2.0	100.0
	Total	102	100.0	100.0	

Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	10	9.8	9.8	9.8
	1 to 5 years	34	33.3	33.3	43.1
	6 to 10 years	37	36.3	36.3	79.4
	More than 10 years	21	20.6	20.6	100.0

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
KM_Mean	102	1.00	5.00	3.8157	.85118
OIV_Mean	102	1.00	5.00	3.6527	.90317
PMO_Mean	102	1.00	5.00	3.8162	.90134
Valid N (listwise)	102				

Correlations

		KM_Mean	OIV_Mean	PMO_Mean
KM_Mean	Pearson Correlation	1	.824***	.877***
	Sig. (2-tailed)		<.001	<.001
	N	102	102	102
OIV_Mean	Pearson Correlation	.824***	1	.828***
	Sig. (2-tailed)	<.001		<.001
	N	102	102	102
PMO_Mean	Pearson Correlation	.877***	.828***	1
	Sig. (2-tailed)	<.001	<.001	
	N	102	102	102

***. Correlation is significant at the 0.001 level (2-tailed).

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.844
Bartlett's Test of Sphericity	Approx. Chi-Square	4515.933
	df	378
	Sig.	<.001