Contemporary Issues in Social Sciences and Management Practices (CISSMP)
ISSN: 2959-1023
Volume 4, Issue 2, June 2025, Pages 219–230
Journal DOI: 10.61503
Journal Homepage: https://www.cissmp.com

The Role of Knowledge Sharing in Linking Leadership, Team Collaboration, and Environmental Sustainability Practices to Project Success in the Construction Industry

[1]M. Faisal Chaudhry, [2]Muhammad Arshad & [3]AR. M. Nasir Chaudhry
[1]Master of Engineering University of Toronto, Project Management, Professional Calgary Canada
[2]HOD, Department of Construction Management, Federal Chartered Degree Awarding Institute for Art and Culture, Raiwind Road, Lahore, Punjab, Pakistan.
[3]Assistant Professor, School of Architecture, Design & Urbanism, Federal Chartered Degree Awarding Institute for Art and Culture, Raiwind Road, Lahore, Punjab, Pakistan

Article History:
Received: March 21, 2025
Revised: April 12, 2025
Accepted: May 19, 2025
Available Online: June 30, 2025

Keywords: Knowledge Sharing, Leadership, Team Collaboration, Environmental Sustainability Practices, Project Success

Funding:
This research received no specific grant from any funding agency in the public, commercial, or not-for-profit sectors.

ABSTRACT

This study examines how leadership effectiveness, team collaboration, and environmental sustainability practices influence project success, emphasizing the mediating role of knowledge sharing in the construction industry. While prior research has investigated these factors separately, few studies have explored their combined effects through a mediated framework. A quantitative research design was employed, and data were collected from project managers and team leaders using structured questionnaires. Structural equation modeling (SEM) was applied to test the hypothesized relationships and the mediation effect. Results reveal that leadership effectiveness, team collaboration, and environmental sustainability practices positively impact project success, with knowledge sharing significantly mediating these relationships, thereby enhancing their overall influence. The study contributes original insights by integrating leadership, collaboration, and sustainability with knowledge sharing as a mechanism for achieving successful project outcomes. These findings provide actionable guidance for managers and policymakers to improve project performance in the construction industry by fostering effective leadership, collaborative teams, sustainable practices, and active knowledge sharing.

Corresponding Author's Nasir Chaudhry**, Email:** nasir.chaudhry1@gmail.com
DOI: https://doi.org/10.61503/cissmp.v4i2.343
Citation: Chaudhry, M. F., Arshad, M., & Chaudhry, A. R. M. N. (2025). The role of knowledge sharing in linking leadership, team collaboration, and environmental sustainability practices to project success in the construction industry. *Contemporary Issues in Social Sciences and Management Practices, 4*(2), 219–230.

1.0 Introduction

The construction sector, which is globally acknowledged as an important source of economic growth and development of infrastructures, has continued to struggle to deliver positive project results because of its complex nature, resource-demanding nature and dynamic nature of operations. The projects in this industry are usually associated with complex relations between parties, strict timeframes, variable budgets, and legal limitations, all of which need an appropriate organization and management. In these conditions, it turns out that the project success depends more and more on technical competence as well as managerial and organizational skills that lead to efficiency, innovation, and sustainability (Vrchota, Řehoř et al. 2020). Old concepts of measuring project performance that are mainly time, cost and quality-driven have been replaced by more extended notions, including environmental sustainability and shared knowledge management practice, which is a paradigm shift to more integrated practices in project management. This development highlights the need to explore aspects that supersede traditional project control procedures especially those that advance human and organizational capital, promote proactive sharing of information and the incorporation of sustainable projects into the project implementation process. In this respect, the effectiveness of leadership, and teamwork, environmental sustainability, and knowledge sharing can be considered key factors of project success and their respective and combined impact on project performance in the construction industry should be investigated thoroughly (Chen, Chen et al. 2025).

Construction project leadership involves the ability of project managers and team leaders to communicate the vision, inspire staff, make strategic choices and find their way through the complex operational landscape. It has been linked to good leadership resulting in better team cohesion, resource utilization, risk reduction, and the adaptation of problems, which are very crucial in meeting project goals. The conceptualization of leadership effectiveness in the current study is the level of influence that the project leaders have on the performance of the team, the development of the favorable work climate as well as the ability to lead teams to the successful achievement of project objectives. As a complement to leadership, team collaboration demonstrates the levels of cooperative interaction, mutual trust, and coordinated work of members of the project team (Akhavan Tabassi, Bryde et al. 2025). Teamwork allows pooling of various expertise, conflict resolution and optimization of task interdependencies, which in turn increase project efficiency and innovativeness. Environmental sustainability practices on the other hand include adherence to strategies, processes and technologies that reduce environmental harm, ensure ecological regulations, and facilitate the long term sustainability of construction works. These are practices that are reduced wastage, efficient use of energy, the use of sustainable materials, and involvement of the stakeholders in sustainability practices that can help in the preservation of the environment and enhancement of a good organizational image. Knowledge sharing can be defined as an important process used in this framework as it is defined as a sharing and transmission of tacit and explicit knowledge between the project stakeholders which make it possible to share lessons learned, innovative solutions, and technical expertise. The conceptual framework of the current research consists of the synergistic relationship between these constructs

and knowledge sharing is introduced as a mediating effect that increases the influence of leadership, collaboration, and sustainability practices on the success of projects (Ali and Jiang 2025).

The theoretical foundation of the current research is based on the Resource-Based View (RBV) and Knowledge-Based View (KBV) of the firm which as a whole underline the importance of organizational resources, both tangible and intangible, in the creation of competitive advantage and high-performance results. Leadership effectiveness may be considered an intangible organizational asset that mobilizes human resource and strategic strength towards value creation. Team collaboration is also a social and relational resource, whereby, integration of various skills and coordinated efforts increase problem-solving abilities and learning in an organization. Environmental sustainability practices are consistent with the concept of strategic resources that bring about long-term advantages, minimize the risks of its operations and guarantee the adherence to the expectations of its external stakeholders. Knowledge sharing acts as a key essential competency which helps integrate and leverage such resources to make leadership and collaborative efforts realize as tangible end project deliverables (Tokede, Ahiaga-Dagbui et al. 2022). With knowledge sharing being integrated into this theoretical construct, the study provides an explanation of how leadership, collaboration and sustainability practices help in the achievement of the project, providing an insightful analysis that cannot be limited to a direct and linear correlation. Such combination of RBV and KBV offers a strong point of view under which the mediating position of knowledge sharing can be studied with the focus on the fact that the value of leadership, collaboration, and sustainable practices is enhanced when knowledge is transferred and implemented properly within project teams (Chadha, Gupta et al. 2025).

Although these constructs are theoretically and practically relevant, there is limited evidence on the combination effects of these constructs on the success of a project in the construction industry. Although research has been conducted previously on the effectiveness of leadership, collaboration in teams, environmental sustainability practices, studies have not shown much information that can be said to be synergistic and mediated action of these variables due to the sharing of knowledge. Numerous researches have considered sharing of knowledge as a peripheral aspect and not a core process that can empower the efficiency of leadership and teamwork. Furthermore, most of the previous studies concentrate on one dimension of project performance, which is mainly in time, cost, and quality, but they fail to recognize the multidimensionality of project success that involves innovation, satisfaction of the stakeholders, and environmental sustainability (Akomea-Frimpong, Jin et al. 2022). This research gap shows the necessity of an integrated framework, which would take into account a combination of leadership, team collaboration, and sustainability practices at the same time with a clear focus on the mediating value of the knowledge sharing. This gap is especially relevant in the construction industry where dynamic, complex and knowledge-based projects are required to be handled through coordinated efforts, adaptive management and sustainable practices in order to record successful results. Through a study of such interrelationships, the proposed study aims to contribute to theoretical knowledge and offer practical recommendations used to inform managerial approaches of

improving project performance in a modern construction environment (Ibrahim, Zayed et al. 2025).

The research problem is also highlighted by the fact that construction projects are struggling with operationalizing effective knowledge sharing in spite of the identified benefits of collaborative and sustainable practices. The barriers to transfer of vital knowledge between project teams are usually knowledge silos, hierarchical obstacles, absence of formalized knowledge management systems and insufficient incentives to share information. As a result, even projects which are facilitated by good leaders and teams that are very collaborative and sustainable in their practices can suffer poor results in case knowledge is not disseminated and utilized. This emphasizes how important it is to learn not about the consequences of leadership, collaboration, and sustainability on project success in direct relation but also along the lines through which knowledge sharing mediates these variables (Bhatti, Kiyani et al. 2021). In the absence of this understanding, organizations run the risk of not making effective use of their human, social, and environmental resources hence limiting their ability to meet the project goals in an effective and sustainable manner. To solve this issue, it is necessary to conduct a systematic study of the ways knowledge sharing can be used to enhance the positive impact of leadership, teamwork, and sustainability practices and provide a more efficient implementation of projects and an increase in success rates (Nauman, Bhatti et al. 2022).

2.0 Litrature review

The theoretical background of the current research is largely based on the Resource-Based View (RBV) and the Knowledge-Based View (KBV) of the firm which will provide a solid framework of understanding the role of knowledge sharing among participants of projects in mediating project success through the effective leadership, collaboration within the team, and practices of environmental sustainability. One can argue that competitive advantage arises when organizations are effective in using valuable, rare, inimitable, and non-substitutable resources (Barney, 1991; Barney and Mackey, 2021). Leadership performance and team cooperation are intangible high-value resources that boost coordination, flexibility and mobilization of common expertise in the context of construction projects (Zhang 2022: & 2022). Similarly, the KBV focuses on the strategic significance of knowledge, stating that creation, transfer, and use of knowledge are the key to innovation and continued performance (Grant, 1996; Alsharo et al., 2023). As a result, the conceptualization of knowledge sharing is a dynamic capability that unites leadership and collaborative efforts and allows the construction teams to capitalize on expertise and best practices and new solutions to deliver the project results on a higher level (Abubakar et al., 2021). Together, these theoretical lenses can be used to examine how the actions of leadership, collaboration, and sustainability have a direct impact on the effectiveness of the projects and the knowledge sharing as a mediating process which strengthens human, social, and intellectual capital in complex project scenarios (Jasimuddin & Zhang, 2022).

The most recent empirical studies still reaffirm the immeasurable significance of leadership in influencing the project outcomes in a construction industry. Successful leadership is always associated with motivation within the team, resolution of conflicts, decision-making, and

alignment, which positively affect the performance of the project (Tabassi et al., 2021; Nguyen et al., 2023). Specifically, transformational and participative leadership types were demonstrated to facilitate proactive problem-solving, innovativeness, and cohesive interaction in the team, which allows completing the project on time and within a reasonable budget (Aga et al., 2021; Xia et al., 2022). However, researchers note that leadership is not enough to be successful, in particular when working on a complex construction project with interdependencies, high technical uncertainty, and various stakeholder expectations (Muller et al., 2022). The awareness has prompted more scholarly research on team collaboration as an important factor in project performance. The collaborative teams characterized by open communication, mutual trust, and coordinated effort can be better suited to integrate the knowledge, manage conflict, and optimize resources in uncertain construction environments (Sierra et al., 2023; Aladag and Demiresen, 2024). Empirical results always show that more collaborative teams are characterized by a greater capacity to solve problems, accelerate information exchange, and improve flexibility, eventually fostering a high level of efficiency and quality of a project (Chen et al., 2022).

That is why the construction sector has simultaneously experienced the increasing focus of environmental sustainability as a primary factor that determines the success of a project. Due to increased regulatory demands, social pressures, and stakeholder demands of sustainable development, construction companies are considering environmental sustainability when designing and implementing their projects (Opoku & Ahmed, 2021; Roh and others, 2024). Energy-efficient design, minimizing waste, adopting environmentally friendly materials, and engaging all stakeholders have been empirically found to positively impact the project performance, minimize operational risks, and enhance a corporate image (Zuo et al., 2022; Darko and 71). Other works indicate that sustainability initiatives can not only address the environmental and social obligations but also have strategic advantages in the form of minimizing resource wastage, reducing compliance risk, and enhancing innovation (Li et al., 2023). The effects of these benefits are magnified when the practices of sustainability are combined with effective leadership and coordination mechanisms and hence imply that the best results in relation to environmental outcomes are achieved when the organizations promote knowledge sharing, coordination, and lifelong learning (Khan et al., 2024).

The sharing of knowledge has therefore been a core process that connects leadership, collaboration with sustainability practices to project outcomes. The last two works prove that knowledge sharing helps to assist in the exchange of tacit and explicit knowledge with a group of stakeholders and make lessons learned, innovative ideas, and technical expertise transfer across the projects (Alshanbri et al., 2022; Park and Lee, 2023). Knowledge sharing helps teams to make superior decisions, less redundancy, and address more complex problems (Chen & Wei, 2021). Knowledge sharing is also a mediating factor between leadership and project performance as leaders make sure their strategic vision and direction are clearly made and applied to teams (Safiullah et al., 2022). Also, it can enhance collaboration within the team by facilitating coordination, integration, and the successful use of expertise of the team members (He et al., 2023). Regarding the environmental sustainability, knowledge sharing will boost the spread of best

practices, regulatory standards and innovative solutions that are green in nature, increasing the effect of sustainability efforts in project success (Rao et al., 2024). The totality of these results proves that knowledge sharing is a dynamic enabler that improves the impact of leadership, collaboration, and sustainability practices and transforms them into the improvement of performance which is measurable in project.

3.0 Methodology

The current research is based on a quantitative research methodology which aims at conducting systematic research on the relationships between leadership effectiveness, team collaboration, environmental sustainability practices, knowledge sharing and the success of projects within the construction sector of Pakistan. The study is based on a positivist research philosophy, which focuses on the gleaning of objective and quantifiable data to evaluate the hypothesized relationships and estimate the causal connection between the constructs.

The sample to be used in this research will include project managers, team leaders, and other relevant individuals who are already involved in construction projects in Pakistan. This population is strategically chosen because they are directly engaged in the process of the project implementation, making decisions, coordinating teams, and implementing the sustainability practices hence suitable respondents in capturing the detailed and informed views on the variables under consideration. The study uses the purposive sampling strategy to cover the representative sample of construction professionals with the appropriate experience, duties, and exposure to knowledge sharing and sustainability programs in projects. In this case, purposive sampling would be the most suitable sampling technique because the researcher can target respondents who are able to give meaningful and quality data that meets the objectives of the research and in addition, the sample is able to comply with the practical limitation of accessing busy professionals working in the construction sector.

The research sample size was considered sufficient at 300 participants to use Structural Equation Modeling (SEM) based on the complexity of the hypothesized model, the number of latent constructs, and the need to obtain credible estimates of path coefficients, mediating effects, and model fit indices. The main data collection tool was structured survey questionnaires as they offered a standardized tool to represent the perception of the respondents toward leadership effectiveness, team collaboration, environmental sustainability practices, knowledge sharing, and project success. To achieve content validity, clarity, and relevancy to the context of the construction, the questionnaire was well developed by using validated measurement scales based on the previous literature. A pilot test was done on a sample number of respondents so that the items in the questionnaire could be refined so that reliability could be improved and also reduce ambiguity and therefore improve on the quality and accuracy of the data collected. The survey was conducted at the physical and electronic levels to cover a wider range and include more respondents as well as to fit the different facilities of availability and distribution of the participants in various parts of Pakistan.

Analysis of the data was done through Structural Equation Modeling (SEM) to test the hypothesized relationships and the mediating effect of knowledge sharing in a multi-variable and

broad-based model. SEM was chosen because it has the capability to evaluate validity of measurements, structural paths and mediation effects; hence, gives a rigorous assessment of the direct and indirect effects of leadership, collaboration and sustainability practices on project success. Data screening procedures were undertaken before the analysis of the SEM to deal with missing values, outliers, and assumptions of normality such that the data was of sound integrity and strength.

4.0 Results

4.1 Reliability Analysis Table

Table 4.1 Reliability Analysis Table

Construct	Cronbach's Alpha	Composite Reliability (CR)	Interpretation
Leadership Effectiveness (LE)	0.873	0.912	Reliable
Team Collaboration (TC)	0.861	0.899	Reliable
Environmental Sustainability Practices (ESP)	0.845	0.891	Reliable
Knowledge Sharing (KS)	0.888	0.924	Reliable
Project Success (PS)	0.870	0.910	Reliable

The reliability test shows that every construct used in the research study has a good internal consistency and measurement reliability. Leadership Effectiveness (LE) has a Cronbachs Alpha of 0.873 and a Composite Reliability (CR) of 0.912 indicating that the items are consistently able to measure the intended construct and the latent variable is reliably measured. Equally, Team Collaboration (TC) and Environmental Sustainability Practices (ESP) have Cronbach's Alpha of 0.861 and 0.845, and CRs of 0.899 and 0.891, respectively, which means that both constructs are highly measured and the items used are internally consistent. Knowledge Sharing (KS) has the largest measure reliability indicators (Alpha = 0.888, CR = 0.924), hence confirming the fact that the survey measure is effective in the multidimensional nature of knowledge sharing among project teams. Project Success (PS) has a good level of reliability, also (Alpha = 0.870, CR = 0.910), thus the construct is reliably reflected in its indicators. In general, the findings confirm that all constructs reach the suggested value of 0.70 of the Cronbach’s Alpha and Composite Reliability, which substantiates the reliability of the measurement model and gives a substantial basis in the further structural analysis.

4.2 Convergent Validity (AVE)

Table 4.2 Convergent Validity

Construct	Average Variance Extracted (AVE)	Interpretation
Leadership Effectiveness (LE)	0.632	Valid
Team Collaboration (TC)	0.611	Valid
Environmental Sustainability Practices (ESP)	0.604	Valid
Knowledge Sharing (KS)	0.658	Valid
Project Success (PS)	0.626	Valid

Validity convergent assessment, which is quantified using the Average Variance Extracted, shows that the various constructs in the study have acceptable levels of variance that are explained by the indicators of such constructs. The AVE of Leadership Effectiveness (LE) is 0.632, Team Collaboration (TC) 0.611 and Environmental Sustainability Practices (ESP) 0.604, all of which are greater than the recommended 0.50, which is a strong indication that the items have a significant proportion of variance with their corresponding constructs. The highest AVE of 0.658 in Knowledge Sharing (KS) shows the high level of convergent validity and shows that the indicators used are effective in measuring the desired dimensions of knowledge sharing among project teams. The convergent validity is strong in Project Success (PS) as well, and its AVE is 0.626, which means that it is represented by its measurement items. Overall, these findings confirm that each of the constructs has a good measure of the theoretical areas that they should measure and has a strong basis to continue the structural model analysis.

4.3 Model Fit Indices

Table 4.3 Model Fit Indices

Fit Index	Value	Threshold	Interpretation
SRMR	0.058	<0.08	Good Fit
NFI	0.915	>0.90	Acceptable Fit
RMS_theta	0.072	<0.12	Acceptable Fit

All the model fit indices show that structural equation model fits satisfactorily and reliably. The SRMR of 0.058 is quite low, compared to the recommended 0.08, and it shows that the observed data and the predicted correlations under the model were well fitted. The Normed Fit Index (NFI) value of 0.915 is more than the minimum acceptable index of 0.90, which again confirms that the model is sufficient to account the variance in the data as compared to a null model. Moreover, the RMS-theta of 0.072 is lower than the value of 0.12, which indicates that the reflective measurement model is well-specified and does not contain any significant misspecifications. Collectively, these indices confirm that the model is strong, theoretically consistent and statistically sound which gives solid evidence of the validity of the measurement and structural components.

4.4 Structural Model Results

Table 4.5 Structural Model Results

Hypothesis	Path	β (Beta)	t-value	p-value	f^2	Decision
H1	LE → PS	0.314	5.873	<0.001	0.105	Supported
H2	TC → PS	0.286	5.102	<0.001	0.089	Supported
H3	ESP → PS	0.269	4.898	<0.001	0.081	Supported
H4	LE → KS	0.392	6.412	<0.001	0.132	Supported
H5	TC → KS	0.371	6.005	<0.001	0.121	Supported
H6	ESP → KS	0.345	5.768	<0.001	0.110	Supported
H7	KS → PS	0.422	7.023	<0.001	0.148	Supported
H8	LE → KS → PS	0.166	4.112	<0.001	-	Supported (Mediation)
H9	TC → KS → PS	0.156	3.982	<0.001	-	Supported (Mediation)
H10	ESP → KS → PS	0.145	3.761	<0.001	-	Supported (Mediation)

The outcomes of the structural model strongly support all the hypothesized relations, which proves the pivotal role of leadership, collaboration, sustainability practices, and knowledge sharing in the success of a project in the construction sector. The direct effects of Leadership Effectiveness (LE), Team Collaboration (TC), and Environmental Sustainability Practices (ESP) on Project

Success (PS) are significant and positive with b values of 0.314, 0.286, and 0.269 respectively, showing that, among the three leadership, teamwork, and environmental practices, there are strong influence of leadership, team collaboration, and environmental practices on project success. Moreover, all three predictors are significant to Knowledge Sharing (KS)-LE (b = 0.392), TC (b = 0.371), and ESP (b = 0.345), emphasizing the idea that are successful leaders, teamwork cultures, and cultures that are oriented towards sustainability, more knowledge is shared in the team. The direct impact of Knowledge Sharing on Project Success (b = 0.422) warrants the importance of Knowledge Sharing as a performance-enhancing mechanism. Mediation analyses also indicate that the relationship between LE, TC, ESP and PS is significantly mediated by KS with indirect effects of between 0.145-0.166, which further supports that knowledge sharing is an imperative channel through which leadership, collaboration and sustainability practices transform into better project outcomes. All these findings support the theoretical framework and underscore the need to incorporate knowledge sharing practices in the managerial strategies to ensure the full optimization of project success.

5.0 Discussion and Conclusion

The results of this research are a strong piece of evidence of the importance of the leadership effectiveness, team collaboration, and environmental sustainability practices in the determination of the project success in the construction industry which have a predisposing and complementary effect. The direct impacts of Leadership Effectiveness (LE), Team Collaboration (TC), and Environmental Sustainability Practices (ESP) on Project Success (PS) are strong that show that a construction project can be much better in terms of its success in case leaders offer clear directions, teams work in a team, and sustainability principles are incorporated in the operation practices. These findings are in line with modern project management literature that talks about how leadership competence leads to improved decision-making, motivation of employees and clarity in strategies and all that is needed in steering the complex and resource-intensive nature of construction projects. Just like that, the positive outcome of collaboration in the team proves that the effectiveness of team work, support of each other, and shared responsibility make the workflow more efficient and eliminate the bottlenecks in the performance. Simultaneously, the prominent role of the environmental sustainability practices suggests the increasing strategic importance of green practices that both provide the guarantee of the regulatory compliance but also enhance the viability of the project in the long run and the satisfaction of the stakeholders.

M. Faisal Chaudhry: Problem Identification and Theoretical Framework
Muhammad Arshad: Data Analysis, Supervision and Drafting
AR. M. Nasir Chaudhry: Methodology and Revision

Conflict of Interests/Disclosures

The authors declared no potential conflicts of interest in this article's research, authorship,and publication.

References

Aaltonen, K. (2011). Project stakeholder analysis as an environmental interpretation process. *International Journal of Project Management, 29*(2), 165–183.

Akhavan Tabassi, A., Bryde, D. J., Michaelides, R., Bamford, D., & Argyropoulou, M.

(2025). Leaders, conflict, and team coordination: A relational leadership approach in temporary organisations. *Production Planning & Control, 36*(6), 820–840.

Akomea-Frimpong, I., Jin, X., & Osei-Kyei, R. (2022). Mapping studies on sustainability in the performance measurement of public-private partnership projects: A systematic review. *Sustainability, 14*(12), 7174.

Ali, H., & Jiang, Y. (2025). The synergy of shared leadership: Unveiling the role of innovative work behavior and knowledge management in project success. *International Journal of Productivity and Performance Management*, 1–23.

Argote, L., & Miron-Spektor, E. (2011). Organizational learning: From experience to knowledge. *Organization Science, 22*(5), 1123–1137.

Bhatti, S. H., Kiyani, S. K., Dust, S. B., & Zakariya, R. (2021). The impact of ethical leadership on project success: The mediating role of trust and knowledge sharing. *International Journal of Managing Projects in Business, 14*(4), 982–998.

Burns, J. M. (1978). *Leadership*. Harper & Row.

Carmeli, A., & Gittell, J. H. (2009). High-quality relationships, psychological safety, and learning from failures in work organizations. *Journal of Organizational Behavior, 30*(6), 709–729.

Chadha, A., Gupta, A., Tewari, V., & Dwivedi, Y. K. (2025). Sustainable practices: Organisational citizenship behaviour and psychological contract fulfilment. *Management Decision, 63*(5), 1674–1702.

Chen, J., Zhang, J., & Xu, F. (2012). Improving team knowledge sharing with project commitment: An empirical study in China. *International Journal of Project Management, 30*(7), 753–764.

Chen, X., Chen, Y., Zhang, X., & He, Q. (2025). Green transformational leadership and green innovation in megaprojects: Is green knowledge sharing a missing link? *Engineering, Construction and Architectural Management, 32*(1), 194–213.

Cohen, W. M., & Levinthal, D. A. (1990). Absorptive capacity: A new perspective on learning and innovation. *Administrative Science Quarterly, 35*(1), 128–152.

Davenport, T. H., & Prusak, L. (1998). *Working knowledge: How organizations manage what they know*. Harvard Business Press.

Davis, P. R. (2017). Collaboration in construction: Critical factors for industry-wide transformation. *Built Environment Project and Asset Management, 7*(3), 282–296.

Grant, R. M. (1996). Toward a knowledge-based theory of the firm. *Strategic Management Journal, 17*(S2), 109–122.

Hartmann, A., & Dorée, A. (2015). Learning between projects: More than sending messages in bottles. *International Journal of Project Management, 33*(2), 341–351.

Ibrahim, A., Zayed, T., & Lafhaj, Z. (2025). Bridging barriers to lean construction adoption in megaprojects: A data-driven contribution to sustainable development using SEM. *Environment, Development and Sustainability*, 1–50.

Jiang, W., Zhao, X., & Ni, J. (2018). The impact of transformational leadership on project success: The mediating role of team communication. *International Journal of Project*

Management, 36(5), 701–712.

Lee, E. W. L., & Chen, C.-Y. (2018). Environmental sustainability and project performance: Empirical evidence from the construction industry. *Journal of Cleaner Production, 172*, 400–410.

Nauman, S., Bhatti, S. H., Imam, H., & Khan, M. S. (2022). How servant leadership drives project team performance through collaborative culture and knowledge sharing. *Project Management Journal, 53*(1), 17–32.

Nonaka, I., & Takeuchi, H. (1995). *The knowledge-creating company: How Japanese companies create the dynamics of innovation*. Oxford University Press.

Podsakoff, N. P., MacKenzie, S. B., & Bommer, W. H. (1996). Transformational leader behaviors and substitutes for leadership as determinants of employee satisfaction, commitment, trust, and organizational citizenship behaviors. *Journal of Management, 22*(2), 259–298.

PMI. (2021). *A guide to the project management body of knowledge (PMBOK® Guide)* (7th ed.). Project Management Institute.

Ramos, H. M., Mota, C. M., & Costa, M. (2020). Collaboration, teamwork and project success: A study in the construction industry. *International Journal of Managing Projects in Business, 13*(3), 537–557.

Sroufe, R. (2017). Integration and organizational change towards sustainability. *Journal of Cleaner Production, 162*, 315–329.

Teece, D. J. (2007). Explicating dynamic capabilities: The nature and microfoundations of (sustainable) enterprise performance. *Strategic Management Journal, 28*(13), 1319–1350.

Tokede, O., Ahiaga-Dagbui, D., & Morrison, J. (2022). Praxis of knowledge management and trust-based collaborative relationships in project delivery: Mediating role of a project facilitator. *International Journal of Managing Projects in Business, 15*(4), 595–618.

Vrchota, J., Řehoř, P., Maříková, M., & Pech, M. (2020). Critical success factors of the project management in relation to Industry 4.0 for sustainability of projects. *Sustainability, 13*(1), 281.

Wong, K., & Cheung, S.-O. (2015). Mediating effect of knowledge sharing on the relationship between trust and team performance. *Journal of Construction Engineering and Management, 141*(2), 04014050.

Yang, L.-R., Huang, C.-F., & Wu, K.-S. (2011). The association among project manager's leadership style, teamwork, and project success. *International Journal of Project Management, 29*(3), 258–267.

Zhang, Z., Wu, J., & Henriksen, L. (2020). Leadership, sustainable practices and project success: Evidence from the construction sector. *Sustainable Production and Consumption, 23*, 1–12