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Modeling the impact of knowledge storage to the achievement of project benefits

Modelovanje uticaja skladištenja znanja na ostvarenje projektnih benefita

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Abstract

Knowledge management, particularly the systematic storage of knowledge, plays an important role in achieving project benefits in project-oriented organizations. This paper examines the impact of knowledge storage on project success, together with the role of knowledge management tools and knowledge sharing practices. A quantitative research approach was applied, and the empirical analysis was conducted using Structural Equation Modeling. The study was carried out in fourteen organizations in Southern Serbia and was based on two hundred and forty-four valid questionnaires. The results indicate that knowledge storage has a statistically significant positive effect on perceived project benefits, with a standardized coefficient of β = 0.23. This finding confirms that knowledge storage represents the most important determinant of project success within the proposed model. In contrast, knowledge sharing practices and the use of knowledge management tools did not show a statistically significant direct impact on project benefits. Although barriers to knowledge sharing were identified, such as lack of time, fear of losing professional advantage and low motivation, these factors did not directly influence project outcomes. The findings highlight the strategic importance of systematic knowledge storage as the foundation of organizational learning and project performance.

Keywords: *knowledge management, knowledge storage, knowledge sharing, project benefits.*

Sažetak

Upravljanje znanjem, naročito sistematsko skladištenje znanja, ima važnu ulogu u ostvarivanju projektnih benefita u projektno orijentisanim organizacijama. Ovaj rad ispituje uticaj skladištenja znanja na uspeh projekata, zajedno sa ulogom alata za upravljanje znanjem i praksi razmene znanja. Primenjen je kvantitativni istraživački pristup, a empirijska analiza sprovedena je primenom modelovanja strukturnih jednačina. Istraživanje je sprovedeno u četrnaest organizacija na jugu Srbije i zasnovano je na dvesta četrdeset četiri validna upitnika. Rezultati ukazuju na to da skladištenje znanja ima statistički značajan pozitivan uticaj na percipirane projektne benefite, sa standardizovanim koeficijentom β = 0.23. Ovaj nalaz potvrđuje da skladištenje znanja predstavlja najznačajniju determinantu uspeha projekata u okviru predloženog modela. Nasuprot tome, prakse razmene znanja i primena alata za upravljanje znanjem nisu pokazale statistički značajan direktan uticaj na projektne benefite. Iako su identifikovane barijere u razmeni znanja, kao što su nedostatak vremena, strah od gubitka profesionalne prednosti i niska motivacija, ovi faktori nisu direktno uticali na projektne ishode. Dobijeni nalazi ističu strateški značaj sistematskog skladištenja znanja kao osnove organizacionog učenja i uspešnosti projekata.

Ključne reči: *upravljanje znanjem, skladištenje znanja, razmena znanja, projektni benefiti.*

1. Introduction

In modern business, knowledge plays an increasingly important role in organizational success, particularly when it is effectively stored and applied. Knowledge encompasses information acquired through theoretical and practical understanding, as well as problem-solving activities. It represents a key source of competitive advantage because it can be integrated across all organizational processes. Knowledge management involves a series of processes used by organizations to create, share, and apply knowledge for continuous

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learning and development. The key components of knowledge management (KM) include creation, storage, sharing, application, and maintenance of knowledge. This process involves collecting, structuring, storing, using, and transferring information to enhance organizational efficiency and performance. Knowledge transfer is supported by various technologies, including knowledge databases, expert systems, and knowledge warehouses (Jovanović, 2010; Resimić et al., 2023). Bellinger (2004) illustrates knowledge management through the hierarchy of data, information, knowledge, and wisdom.

According to research by Miković et al. (2020, 2023, 2024), knowledge, organizational culture, and information technology are critical factors in knowledge management because they reflect the maturity of KM practices and the steps management must take for effective knowledge governance. Initiating knowledge management within projects can bring substantial project benefits, particularly when knowledge is systematically stored and reused. This is facilitated by applying information technologies, tools, and software solutions (Jovanović-Milenković & Petrović, 2023; Ubavić et al., 2023).

The value of knowledge management directly affects business efficiency, as a knowledge base allows organizations to resolve current challenges and anticipate future scenarios. Without a structured knowledge base, individuals and teams primarily rely on personal experience. Utilizing stored knowledge enables organizations to simulate previous experiences, solving new situations more efficiently (Khoa & Chinda, 2025). Knowledge management reduces errors, accelerates problem-solving, improves decision-making, lowers research and development costs, increases employee autonomy, strengthens interpersonal relationships, and enhances the quality of products and services. Knowledge storage is a complex process involving the collection, structuring, organization, and digital archiving of explicit knowledge for reuse and distribution within the organization (Davenport & Prusak, 2000; Pine & Gilmore, 1999; Dodgson, 1993). Common technological solutions include databases, knowledge bases, warehouses, and knowledge management information systems.

This paper focuses on modeling the impact of knowledge storage on achieving project benefits, providing deeper insights into the relationship between knowledge as a strategic resource and organizational success. Given the growing need for efficient knowledge management in project-oriented organizations, this study examines employees' perceptions of knowledge management tools, knowledge storage, and knowledge sharing, and their connection to project success, based on empirical research conducted in organizations in Southern Serbia.

2. Literature Review

2.1. Knowledge storage in an organization

Ralph Kimball (1996), in his book The Data Warehouse Toolkit: Practical Techniques for Building Dimensional Data Warehouses, defines a data warehouse (DW) as a copy of transactional data, specifically organized for queries and analysis. According to Inmon (1992), a data warehouse represents a set of data that is subject-oriented, integrated, time-variant, and non-volatile, with the primary goal of supporting management in decision-making.

The data storage process is a continuous cycle that includes planning, construction, data collection from various sources, usage, maintenance, management, and continuous improvement. Within this complex process, it is crucial to have a clear vision of the objectives to be achieved by creating a data warehouse. One of the key functions of a data warehouse is the development and application of knowledge derived from data.

Knowledge storage is a critical factor for business success and organizational competitiveness. Organizations that effectively manage knowledge through the collection, storage, and sharing of information can expect to achieve tangible project benefits. This process involves retaining knowledge within the organization to facilitate sharing and exchange among employees (Rudawska, 2020). The primary goal is to provide databases that support knowledge storage while enabling efficient communication and collaboration. Investing in knowledge storage tools should be viewed not as a cost, but as an investment that adds value to the organization. The effectiveness of this approach depends largely on how information is collected and stored. While this model does not exclude local storage and processing of data, it ensures transparent and simultaneous availability at both centralized and local levels. This is achieved by integrating and collecting real-time data through a centralized data warehouse (Jovanović-Milenković et al., 2009).

2.2. Why is the knowledge storage important?

Knowledge storage within an organization offers numerous advantages, including increased productivity, improved knowledge retention and service quality, promotion of innovation, as well as faster learning and adaptation to changes (Saeed et al., 2023). Knowledge storage ensures that relevant information is accessible whenever individuals and teams need it, facilitating its reuse. It is the systematic storage of knowledge that prevents the loss of critical expertise and experience, which is especially important in organizations with high employee turnover. Effective knowledge storage reduces the time required to locate information, directly contributing to the realization of project benefits.

Knowledge is most often maintained in various knowledge databases, which allow easy access to archived material, as well as its updating and utilization. Knowledge can be stored in written or electronic documents, as well as within expert systems. Modern information technology tools provide advanced options for storing and preserving knowledge. Information technology plays a crucial role in knowledge management

because it enables the creation of new knowledge and its broad application (Jovanović, 2014).

A Data Warehouse (DW) is a powerful support system for decision-making. It is used for analytical data processing, searching, and extracting knowledge from large datasets. A DW integrates data into a single repository from which end-users can perform ad hoc analyses and generate reports (Vušović, 2005; Vušović & Damnjanović, 2006). A Data Mart (DM) is a smaller database—a subset of a data warehouse—designed to meet the specific information needs of individuals, teams, or functional units. This structure allows targeted and efficient sharing of specific knowledge with relevant users (Vušović, 2005; Vušović & Damnjanović, 2006).

Organizational Memory (OM) encompasses all information and knowledge repositories within an organization. It is not a single database, but the sum of all knowledge accumulated over time. As such, organizational memory is a critical tool for information technologies in preserving and systematizing knowledge (Vušović, 2005; Vušović & Damnjanović, 2006).

The development of information systems has enabled simple and widely accessible data storage, which allows the use of historical data in business processes and the discovery of hidden patterns. This raises the question of whether these models can serve not only for analyzing past trends but also for predicting future developments. Since knowledge storage enables long-term preservation of information and ensures its availability, it is crucial to provide mechanisms for knowledge exchange within the organization. Knowledge that is merely stored, without active sharing among employees, remains an underutilized resource (Ibrahim & Cln, 2023). Therefore, knowledge sharing is a natural continuation of the storage process and is essential for generating project benefits. In the following chapter, the basic forms, factors, and challenges of knowledge sharing within organizations will be examined.

2.3. Knowledge sharing in an organization

Knowledge sharing is one of the key activities that organizations must implement to solve problems, improve processes, and achieve project benefits. Successful knowledge sharing contributes to organizational development, while its absence hinders innovation and sustainable progress (Šajeva, 2014). In this process, individuals or teams exchange information and experiences with other members of the organization, enabling collective learning and optimization of resources.

Each organizational unit possesses specific knowledge held by its members, making knowledge exchange one of the most important internal processes. Hansen (2002) investigated the effectiveness of knowledge exchange within knowledge networks; Wasko and Faraj (2005) examined the role of social capital in this process, while Szulanski (1996) identified obstacles to effective knowledge exchange within organizations. The most commonly used mechanisms for knowledge sharing include (Hansen, 2002; Wasko & Faraj, 2005; Szulanski, 1996): brainstorming and joint problem-solving, teamwork, training sessions, informal information exchange, meetings, teleconferencing, and electronic communication (e-mail).

Knowledge sharing plays a critical role in generating new ideas and business opportunities (Grant, 1996). However, inadequate knowledge exchange among employees remains a major obstacle to successful knowledge management (Davenport & Prusak, 2000). This challenge is further complicated by the complexity of human behavior (Hendriks, 1999), as an organization cannot effectively utilize employees' knowledge if they are unwilling to share it.

Effective knowledge sharing requires proactive engagement from all organizational members to exchange their knowledge and experience. By optimizing resource use, managers can enhance project efficiency, reduce costs, and improve overall outcomes (Pantović et al., 2024). According to social exchange theory, knowledge sharing brings numerous benefits to individuals, including a sense of security and improved interpersonal status (Bock et al., 2005; Casimir et al., 2012; Cabrera & Cabrera, 2005; Jarvenpaa & Staples, 2001; Muthusamy et al., 2007).

One of the most significant obstacles to knowledge sharing is the phenomenon of "knowledge accumulation" (Wah, 2000), i.e., knowledge retention by individuals. Hislop (2003) emphasizes that employees' attitudes—rather than motivation alone—are crucial for successful knowledge exchange. Fear of losing power or control over knowledge often leads to information hoarding. In a modern knowledge-based economy, where knowledge represents power, this behavior may seem natural. More commonly, however, partial knowledge transfer occurs, reducing organizational efficiency and contributing to the phenomenon of organizational forgetting (Argote, 1999).

2.4 . The importance of knowledge sharing

Although knowledge sharing is essential for organizational progress, it does not, by itself, guarantee business success. The key element lies in intellectual capital—the total knowledge that an organization possesses and leverages to achieve its goals and project success.

According to Navimipour and Charband (2016), the importance of knowledge sharing is reflected in several aspects: within teams, it contributes to higher performance and employee efficiency; between organizations, it enables the creation of sustainable competitive advantage; as a key to success, it helps generate organizational value; and among members, it fosters better cooperation and integration across different sectors. These aspects highlight that knowledge sharing is not merely a technical process but a strategic approach that influences the overall dynamics of an organization and its capacity for development and innovation.

2.5. Barriers when knowledge sharing

Despite its clear benefits, knowledge sharing often encounters obstacles. Sveiby (2007) identifies two key factors that most frequently hinder effective knowledge exchange within organizations: the attitudes of direct managers, who shape the knowledge culture, and the lack of context, i.e., an environment that supports understanding and construction of information. Miković et al. (2020, 2023, 2024) argue that insufficient use of internal and external networks, as well as the lack of trust, joint vision and goals, respect, resource exchange, and clear expectations, may demotivate employees from sharing knowledge—particularly in resource-constrained project organizations.

Most barriers to knowledge management relate to ineffective exchange among employees. Organizational climate and culture, as well as information technologies and knowledge infrastructure, play crucial roles in facilitating this process, especially regarding effective knowledge management (Miković et al., 2020, 2023, 2024). Table 1 presents the most common shortcomings of organizational culture that interfere with knowledge exchange, along with recommendations for overcoming them.

Table 1. Overview of fiscal and tourism indicators related to short-term rental accommodation in Split-Dalmatia County, by year

Disadvantages	Recommendations for overcoming disadvantages
Lack of trust among employees	Building trust through open dialogue and transparent communication
Diversity of cultures and languages	Creating common ground through education, discussion, and job rotation
Lack of time and space for conversations	Introducing dedicated time and spaces for knowledge sharing and transfer
Employees are not rewarded or recognized based on the knowledge they possess	Introducing reward and recognition systems for knowledge exchange
Lack of readiness to receive new knowledge	Providing additional employee education, allocating time for learning, and recruiting individuals open to learning and new ideas
Not accepting ideas developed by other organizations	Encouraging a hierarchical approach to knowledge while promoting the importance of idea quality over the status of the idea source
Intolerance toward mistakes	Accepting mistakes as part of creative thinking and learning processes

Source: Davenport & Prusak (2000)

Despite the availability of various tools and techniques, the key challenge remains fostering a culture of openness and collaboration that encourages employees to share knowledge without fear of losing control or status. Once this challenge is addressed, knowledge sharing becomes a foundation for achieving project objectives and generating organizational benefits. The following chapter focuses on those benefits—the project outcomes that result from effective knowledge management.

2.6 Project benefits

Satisfactory project performance that relies on knowledge is one of the key elements in achieving project goals. The cumulative knowledge an organization acquires through the implementation of successful projects forms the foundation of its organizational knowledge base. This base, through systematic collection, storage, and sharing of knowledge, initiates a process of organizational learning that enhances overall performance and generates significant benefits. One of the most commonly used methods for quantitatively assessing project benefits is cost-benefit analysis, which involves evaluating the present value of all income and benefits against the value of all investments and costs (Nikolić & Paunović, 1997).

According to Zwikael and Smyrk (2011), project benefits fall into two categories: target benefits—predefined strategic goals that are the primary reason for investing in and implementing a project—and incidental benefits—additional advantages that emerge unexpectedly during implementation. In this paper, target benefits are treated as strategic goals, the realization of which leads to improved organizational performance upon project completion. In the literature, these goals are often referred to as business objectives, as they reflect what the project owner expects to achieve through the project deliverables (Rolstadås et al., 2014).

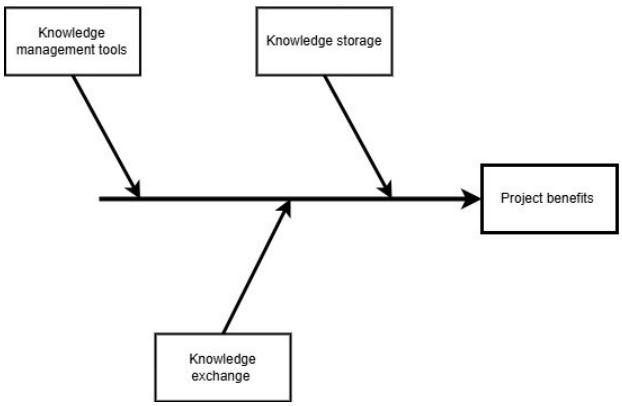
Goal Setting Theory suggests that goals that are "specific and challenging" yield better results than general instructions such as "do your best" (Locke, 1968; Chesney & Locke, 1991; Jenner, 2009). Doran (1981) introduced the well-known SMART approach to goal setting, emphasizing specificity and measurability. Concepts such as Benefit Realization Management (BRM) and Benefits Management (BM), developed by Bradley (2010) and Ward & Daniel (2006), highlight the need for a structured approach to benefits management, ensuring that organizational changes lead to the expected outcomes. Project management aims to deliver concrete results, whether a product, service, or new organizational capability (OGC, 2007; Alavi & Leidner, 1999). These capabilities may include new business processes enabled by information technologies, allowing the organization to perform activities previously impossible. Ward and Daniel (2006) outline five stages of benefit development: identify benefits, plan benefit realization, execute the benefits plan, review and evaluate results, and identify potential for further benefits.

Establishing new business capabilities and maximizing the benefits of Information Systems/Information Technology investments depends not only on the technical implementation of the system but also on a strategic approach to managing those benefits. Notably, benefits can also arise outside formal projects, through broader organizational change programs (Barclay & Osei-Bryson, 2009).

3. Methodology

The research was conducted with the aim of examining the impact of knowledge storage on the achievement of project benefits in organizations located in Southern Serbia. A survey-based approach was applied in order to analyze the relationships between the key elements of knowledge management and project benefits. Data were collected using a questionnaire designed to assess the state of knowledge management practices in organizations operating in the Pčinj District. The questionnaire served to test the following hypotheses: knowledge management tools have a positive effect on project benefits, knowledge storage has a positive effect on project benefits, and knowledge exchange has a positive effect on project benefits. The relationships among the analyzed variables are presented in the research model shown in Figure 1.

Figure 1. The influence of variables on the project benefit



Source: Author's

4. Results and discussion

By using a survey questionnaire and statistical modeling of the relationships between key variables—knowledge management tools, knowledge storage, knowledge exchange, and project benefits—a quantitative overview of the elements contributing to project success was obtained.

Table 2 presents the results of the reliability analysis for the measurement scales used in the questionnaire. The values of Cronbach's alpha indicate high internal consistency for the AUZ, SZ, and RZ constructs, as all coefficients exceed the commonly accepted threshold. The reliability coefficient for the PB construct is slightly above the minimum recommended value.

In addition, the overall Cronbach's alpha for the complete set of questionnaire items amounts to $\alpha = 0.954$, which confirms a very high level of reliability of the measurement scale and strong internal consistency among the items included in the analysis.

Table 2. Cronbach coefficient alpha for group of questions

Group of questions	Cronbach's alpha coefficient
AUZ	0.884
SZ	0.940
RZ	0.905
PB	0.756
Model	0.954

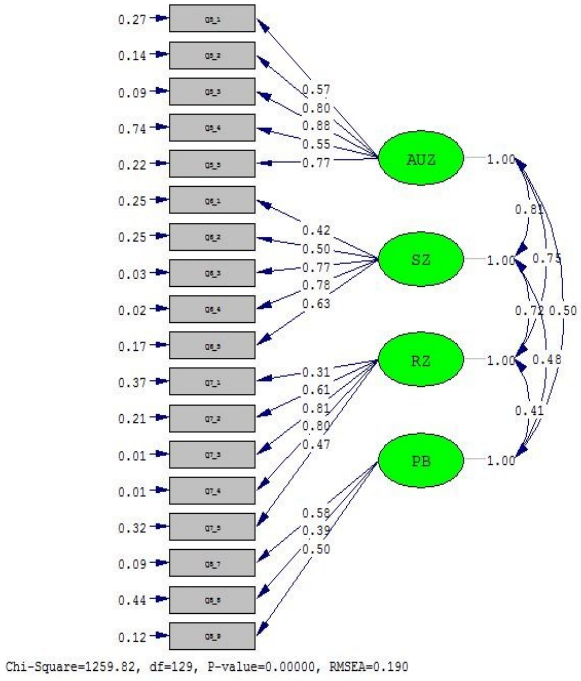
Source: Author's calculations

Furthermore, the overall Cronbach's alpha for all questionnaire items was calculated as $\alpha = 0.954$, which is well above the recommended threshold. This indicates that the measurement scale is highly reliable and that there is strong internal agreement among the items in the sample.

4.1. Results of the SEM analysis

Confirmatory Factor Analysis (CFA) was carried out in LISREL 8.80 to assess the measurement model and validate the constructs. The results are presented in Figure 2.

Figure 2. Measurement model



Source: Author's

Exploratory Factor Analysis (EFA) was also performed to examine the one-dimensionality of the item groups in the control model. Table 4 summarizes the results of both EFA and CFA, including factor loadings, explained variance, reliability (Cronbach's alpha), and convergent

validity (t-values). The results of the correlation analysis are also presented in Table 3.

To determine the reliability of the measurement scale, an exploratory factor analysis (EFA-Exploratory Factor Analysis) was performed, which tested the one-dimensionality of the groups of questions in the considered control model.

Table 3. Correlation matrix of independent variables

	AUZ	SZ	RZ	PB
AUZ	1			
SZ	0.50**	1		
RZ	0.48**	0.81**	1	
PB	0.41**	0.75**	0.72**	1

Source: Author's calculations

Table 4. Results of EFA and CFA statistics for the control measurement model

Variable	Exploratory Factor Analysis (EFA) PCA		Confirmatory Factor Analysis (CFA) Reliability	Convergent validity	
	% of variance that can be described by a one-dimensional factor	Factor loading	Cronbach alpha	Factor loading	t-value
AUZ	70.442		0.884		
AUZ1		0.800		0.57	13.35**
AUZ2		0.922		0.80	18.24**
AUZ3		0.936		0.88	19.50**
AUZ4		0.613		0.55	8.82*
AUZ5		0.883		0.77	16.49**
SZ	80.871		0.940		
SZ1		0.848		0.42	11.22**
SZ2		0.897		0.50	12.81**
SZ3		0.900		0.77	21.04**
SZ4		0.909		0.78	21.30**
SZ5		0.939		0.63	16.16**
RZ	72.616		0.905		
RZ1		0.665		0.31	7.45**
RZ2		0.885		0.61	15.16**
RZ3		0.929		0.81	21.83**
RZ4		0.928		0.80	21.80**
RZ5		0.826		0.47	11.10**
PB	69.071		0.756		
PB7		0.849		0.58	15.20**
PB8		0.705		0.39	7.82**
PB9		0.881		0.50	13.78**

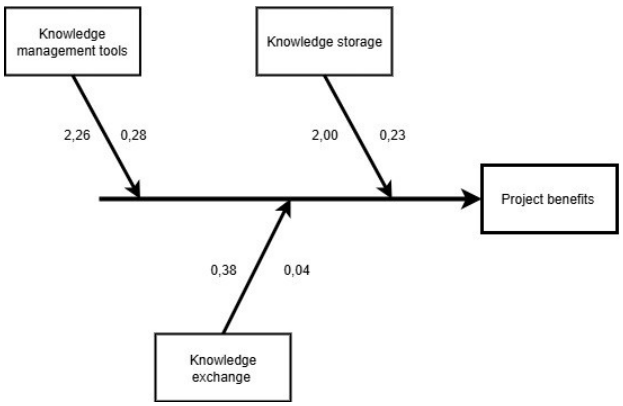
Note: level of statistical significance * $p < 0.10$; ** $p < 0.05$; *** $p < 0.01$

Source: Mihajlović & Apostolovska, 2020

The obtained results indicate that none of the relationships between the observed phenomena has a negative value. Therefore, it can be concluded that there is a direct correlation between all groups of questions AUZ, SZ, RZ and PB. The level of statistical significance of the correlation links is indicated by asterisks, and explained in the note below, in Table 4.

In order to make a decision on accepting the model, an appropriate t-test was performed and, in this way, the statistical significance of the obtained results was checked. Based on the results, it can be seen that the impact of knowledge exchange cannot be accepted, because the coefficient is below the recommended value of 1.96. The impact on knowledge management tools and knowledge storage was accepted because their values (2.26; 2.00) are higher than the recommended value of 1.96, with a statistical significance level of p=0.10.

Figure 3. Path coefficients of the structural model: effects of knowledge management constructs on project benefits



Source: Author's calculations

4.2. Structural model and hypothesis testing

Confirmatory Factor Analysis (CFA) was conducted using LISREL 8.80 to validate the measurement model (Figure 2). All constructs demonstrated satisfactory reliability and convergent validity, as shown in Table 4. Following this, the structural equation model (SEM) was applied to test the hypothesized relationships among knowledge management constructs and project benefits.

The SEM results indicate that knowledge storage (SZ) has a statistically significant positive effect on perceived project benefits (PB) ($\beta = 0.23$, $p < 0.05$), confirming its role as a key driver of project success. In contrast, knowledge exchange (RZ) ($\beta = 0.04$, $p > 0.10$) and the use of knowledge management tools (AUZ) ($\beta = 0.06$, $p > 0.10$) did not show statistically significant effects on project benefits. These findings suggest that, within the observed sample, systematic knowledge storage is the primary factor influencing project outcomes, whereas knowledge sharing and the mere presence of tools have a limited or negligible direct impact.

4.3. Discussion

The results show that knowledge storage is the only construct with a statistically significant positive influence on project benefits. This suggests that employees perceive the retention and archiving of organizational knowledge as more important for project success than its active exchange. A possible explanation for this result may lie in an organizational culture that places greater emphasis on documentation than on informal communication, as well as in limited time available for collaborative learning and the absence of incentives for knowledge sharing.

Although knowledge sharing did not appear as a significant predictor in the model, it remains an important element of knowledge management from a theoretical perspective. For this reason, organizations should consider introducing additional measures aimed at strengthening knowledge sharing, while at the same time relying on the confirmed benefits of knowledge storage. Such measures may include the formal allocation of time and resources for knowledge related activities, the development of a centralized digital knowledge base available to all teams, employee training focused on the strategic role of knowledge, and the introduction of reward and recognition mechanisms that encourage individual contributions.

These measures can contribute to the overall improvement of the knowledge management process and may increase the impact of knowledge sharing in future projects. One practical approach in this context is the development and implementation of a digital knowledge base.

A digital knowledge base represents a centralized repository in which knowledge is stored, organized, and shared within the organization. Its main purpose is to provide employees with quick and easy access to information needed for everyday work, without relying exclusively on personal experience or the willingness of certain colleagues to share knowledge. In this way, the risk of knowledge loss resulting from employee turnover is reduced, and continuity of work processes is supported.

For a knowledge base to be effective, it should be clearly structured and organized according to areas, processes, or departments. It may include standard operating procedures, step by step instructions, internal rules and policies, technical documentation, and a glossary of commonly used terms and abbreviations. In addition, practical tools such as checklists, frequently asked questions, examples of good practice, and case studies can be useful. Visual elements, including flowcharts, illustrations, and short instructional videos, may further improve usability.

From a technical point of view, the knowledge base should allow efficient searching through keywords and tags, as well as linking related content. Version control and change tracking are important to ensure that employees have access to up-to-date information and can identify recent updates. It is also necessary to define clear access rights, specifying who is allowed to view or modify the content.

Ultimately, a knowledge base can fulfill its role only if it becomes part of everyday organizational practice. Employees should be encouraged to use it as the primary source of information, while contributions in the form of new or improved content should be recognized and valued. When integrated into daily work and accessible on different devices, the knowledge base can support more efficient operations, faster problem solving, and the long-term preservation and transfer of organizational knowledge.

5. Conclusion

Knowledge today represents one of the most important intangible resources in an organization, as it can be collected, structured, stored, and transferred through various media, including speech, text, images, and digital technologies (Nonaka & Takeuchi, 1995). Although knowledge is independent of the medium, modern business increasingly relies on technological tools to facilitate its efficient exchange and reuse.

This research analyzed the concept of knowledge management with a particular focus on knowledge storage and its impact on project benefits in project-oriented organizations. Using Structural Equation Modeling (SEM) on a sample of 244 respondents from 14 organizations in Southern Serbia, the study confirmed that knowledge storage has a significant positive effect on perceived project success ($\beta = 0.23$), positioning it as a key predictor of project outcomes within the tested model.

In contrast, the influence of tools for knowledge exchange and knowledge sharing practices was statistically negligible ($\beta = 0.04$), indicating that, within the observed organizations, merely providing mechanisms for sharing knowledge is insufficient to drive project benefits.

Although the analysis revealed an underdeveloped system of knowledge exchange, with barriers such as lack of time, fear of losing professional advantage, and low motivation, these factors did not show a direct impact on project success. Nevertheless, they remain important managerial signals for improving the overall knowledge management framework and ensuring that stored knowledge is effectively utilized.

The results emphasize the strategic importance of systematic knowledge storage as the foundation of organizational learning and intellectual capital (Wiig, 1997; Davenport & Prusak, 2000). To fully leverage this potential, organizations should formalize processes and allocate resources for capturing and updating knowledge, develop accessible digital repositories, and foster a culture of trust and continuous learning (Alavi & Leidner, 2001). Digital platforms and knowledge bases not only ensure the long-term retention of critical expertise but also enhance decision-making, innovation, and competitiveness (Jovanović-Milenković et al., 2016).

In sum, this study provides empirical evidence that knowledge storage is a primary driver of project success, highlighting the need for organizations to prioritize the structured archiving and maintenance of knowledge assets. By complementing storage with targeted incentives for knowledge sharing and the implementation of robust digital tools, organizations can strengthen their intellectual capital and achieve sustainable project and business performance.

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