The Impact of Knowledge Sharing on Managing Organizational Change within Abu Dhabi National Oil Organizations

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Abstract

In the most recent years, the knowledge sharing and managing organizational change have grasped more attention from the various organizations. Build on this, it was vital to identify the relationship between both of these trends. The main purpose of this study is to examine the impact of knowledge sharing on managing organizational change. Evaluation of the proposed model was done through survey questionnaire for collecting data online and paper-based. A total of 214 employees are randomly selected from Abu Dhabi Marine Operating Co (ADMA-OPCO) whilst a total of 94 employees are randomly selected from Zakum Development Co (ZADCO),(n=308). This study employed structural equation modelling via SMART PLS 3.0. The findings revealed that knowledge sharing has a positive effect on the managing organizational change.

Keywords: Knowledge sharing; managing organizational change; UAE

1. Introduction

The unsaid information approach features understanding the sorts of knowledge that people in an association have, moving individuals to exchange information inside an association, and overseeing key people as information makers, and transporters. One of the critical abilities of rivalry is overseeing seen impalpable resources, for example, learning in the association (A. H. Aldholay, Isaac, Abdullah, & Ramayah, 2018; A. Aldholay, Isaac, Abdullah, Abdulsalam, & Al-Shibami, 2018). Other than dealing with this elusive resource of endeavours, another indispensable issue is considered as the dispersion of information inside the association (Ron Sanchez, 2012). Information assets can be separated into no less than two unique parts relying upon the likelihood of organizing and coding the learning. The likelihood to code and the externalization of information is of basic significance to its dissemination as indicated by a few scientists, while other again considers the arranging superfluous or of minor significance. Organized information is frequently diffused by various frameworks for putting away and sharing learning and today there has been much logical enthusiasm for the innovation of these frameworks (Abdulrab, 2018, Bennett and Gabriel, 1999; Zack, 1999). Knowledge sharing is an action through which knowledge (data, abilities, or skill) is traded among individuals, companions, families, networks, or organizations. Organizations have perceived that knowledge constitutes an important impalpable resource for making and supporting upper hands. Knowledge sharing exercises are by and large bolstered by knowledge administration frameworks. In any case, innovation constitutes just a single of the numerous elements that influence the sharing of knowledge in organizations, for example, authoritative culture, trust, and motivating forces. The sharing of knowledge constitutes a noteworthy test in the field of knowledge administration since a few workers tend to oppose imparting their knowledge to whatever remains of the association (Tio, Ameen, Abdulrab, & Lina Tio, Ali Abdulbaqi Ameen, 2017). The area of organizational change has generated keen interest to researchers in the past. Jacobs et al., (2013) argued that even though change events are announced almost daily, very little success is experienced in achieving the purpose for the change. The question remains whether this gap is related to the ineffectiveness of traditional models of change or such models are not (effectively) implemented (Brakman, Garretsen, Van Marrewijk, & Van Witteloostuijn, 2013, Dikova, Sahib, & Van Witteloostuijn, 2010 and Muehlfeld, Rao Sahib, & Van Witteloostuijn, 2012) among many others have argued in this direction that even in contemporary advanced times over 70% of mergers fail to achieve set merger objectives. It is critical that the meaning ascribed to organizational change can better be understood through a thorough examination of how organizational members enact opposing tendencies in daily discourse (Apker, 2001).

Lewis & Dehler, (2000) stressed that increase and intensity of change events are forcing managers to generate more from even less amount of resources, create individualistic teams and expand globally but implement strategies in tune with local conditions. Ultimately, there are increasingly complex and varied perspectives from which the theory of organization paradox must be resolved as there are increased calls for evidence and research in this area (Ameen & Ahmad, 2012,Smith & Lewis, 2011). Addressing change is not a matter of a simple decision but a mixture of multiple conflicting decisions; an example is achieving "organizational growth through downsizing". ***This research aims to*** investigate the Impact of knowledge sharing on managing organizational change within Abu Dhabi National Oil

Organizations. To achieve this study, the **_quantitative methodology_** been utilized by employing the Structural Equation Modelling SEM technique for analysing the data which has been collected through an online and paper-based survey questionnaire. A total of 214 employees are randomly selected from Abu Dhabi Marine Operating Co (ADMA-OPCO) whilst a total of 94 employees are randomly selected from Zakum Development Co (ZADCO),(n=308). The **_findings_** revealed that knowledge sharing has a positive effect on the managing organizational change.

2. Literature Review
2.1 Knowledge Sharing
One area that is critical to the present discussion is the role of knowledge sharing as a key trigger of organizational change; this is covered by (Johnson, Scholes, & Whittington, 2008) and (Slater & Narver, 1998) where interactions between organizational collectives can as well trigger change within an entire industry or region. Others such as (March, 1991) and (Levinthal & March, 1993) have added that organizations must choose either a stance that promotes the search and use of new knowledge (exploration) or the exploitation of existing knowledge to set a new pace for the business. This argument is like the social-psychology theory for polarization. Proponents of such studies include (Adel Haddad, Ali Ameen, & Muaadh Mukred, 2018; Ali Abdulbaqi Ameen; Kamsuriah Ahmad, 2013; Ameen & Ahmad, 2014; Salmeen Al-Obthani & Abdulbaqi Ameen, 2018). Ultimately, social-psychology theory argues that defensive systems make single loop learning to instil efficiency whereas a double loop learning helps instil flexibility to arrive at new tasks and goals.

Knowledge sharing is the key in this area and is particularly considered in the main conceptual framework of the present study. The advent of information communication technology has made this more of a reality than ever before. Organizations are turning into knowledge-intensive institutions through adaptive and generative learning orientations. Sharing such vital information with other organizations are critical to organizational success (Emilsson, Liu, Cawthorne, Morton, & Davenport, 1997). Organizations which are not privy to vital information moving among organizational collectives have witnessed inefficiency and ineffectiveness (Qais Ahmed Al-Maamari, Rezian-na Muhammed Kassim, Mohammed Abdulrab, Bassam A. Al-Jamrh, Abdu Saif AL-Rassas, Ali Abdulbaqi Ameen, 2017). Knowledge sharing no doubt generate competitive capabilities, shaping barriers and enablers at the organizational level. Knowledge sharing has been the key driver of what is termed industry best practices and is essential to organizational change.

2.1.1. Transformation of knowledge into a virtuous cycle
At the second phase of the integration, the transformation of salient tensions either into acceptance or into the vicious cycle of non-acceptance is observed. According to (Bausch & Johnson, 2005), the throughput component takes place directly within the organization. This is the position Smith & Lewis (2011) term the approach to resolving tensions can result in a virtuous (good) or vicious (bad) cycle. This is in line with paradox studies as implicated by (A. Lewis, Challinor, & Lasenby, 2000). (Jacobs, van Witteloostuijn, & Christe-Zeyse, 2013) mention that when the internal and external aspects of the organization are not consistent with each other (perceived inconsistency), it is at this point that there may be the need for organizational change.

It is critical to note that organizational change or transformation of latent tensions into salient tensions is not triggered by the outcomes of the PESTEL analysis or the internal analysis but the need to realign these areas towards the achievement of comfort zones within the company's environment. It is not new that people want to be consistent with their jobs, attitudes and beliefs. On the mention of change, resistance ad defensive attitude on the part of organizational actors are inevitable (Cialdini, Trost, & Newsom, 1995, Qais Ahmed Al-Maamari, Rezian-na Muhammed Kassim, Mohammed Abdulrab, Bassam A. Al-Jamrh, Abdu Saif AL-Rassas, Ali Abdulbaqi Ameen, 2017). There is usually the need to realign cognition versus actions as well as the alignment of emotional anxiety in the face of contradictions (Schneider, 1990 , Abdulbaqi Ameen & Ahmad, 2011). When faced with contradictions, people react by adopting a defensive mechanism which leads to the vicious cycle of inefficient and ineffective responses to change.

(Jacobs et al., 2013) argue that in a vicious cycle, the employee may adapt in his own way that makes him understand and link the past with the future in a mindless commitment to change. Such attempts tend to see the past within the future even though this may not exactly be what is required in the form of a response to change. In addition, they are single focused and unsustainable as they quickly lead to success but only in the very short run. Focusing on a single narrow perspective can lead to the missing out of some other key perspectives and even result in unethical behaviour as argued by Schweitzer et al., (2004).

An account is given by (Tripsas & Gavetti, 2000) regarding Polaroid and Firestone in how they maintained consistency and commitment to previous strategies even in event of turbulence, which led to their detriment with regards to the options that are available to them in the future. Others like Enron and Tyco have found themselves engaging in ends without considering the means or stressing profits without attention to business processes. On the other end of the continuum is the virtuous cycle which is achieved through acceptance and resolution strategies. In the same way as the vicious cycle, elements here have two main components of individual and organizational factors. Whereas the vicious cycle is powered by the individual's need for consistency and defensiveness, as well as the organizational orientation for inertia, the virtuous cycle is powered by the cognitive and behavioural complexity as well

as emotional equanimity as well as the organizational dynamic capabilities (Smith & Lewis, 2011; Ameen & Ahmad, 2017).

Here, management strategies are in the areas of acceptance and not defensiveness. According to (Beech & Huxham, 2003) acceptance involves the ability of the individual or the organization to see change as an opportunity to be creative and gain competitive advantage. As discussed in the previous sections, sense making or making sense of the environment and translating it into strategies is essential. (Lüscher & Lewis, 2008) argues that making managers treat tensions as paradoxical enhances sense-making. Managers here know that either end of the situation would not render a full achievement of desired outcomes, a paradoxical thinking is vital to come to a consensus or mid-point between any set of options.

Jacobs et al., (2013) offer much attention to the role of leadership and resistance to change. They argue that whereas leadership and management attempt to facilitate change by repositioning organizational identity, resistance, on the other hand, slows down the process of change management within the organization. Galpin & Herndon (2014) mention that identity does not necessarily change but the way in which it is enacted can change or be the prime focus of the change strategy. One last but vital aspect of this section is the issue of acceptance leading into paradoxical resolutions. (Smith & Lewis, 2011) argue that acceptance provides comfort and lay vital grounds for the virtuous cycle. Acceptance will lead to paradoxical resolutions if strategies are implemented to enable a working through strategy.

Emotional equanimity refers to the ability of the individual to remain calm and even in event of the occurrence of any situation. Emotional intelligence at the individual level is critical and has been debated as essential for decision making. Smith & Lewis (2011) add that whilst cognitive and behavioural complexity as well we emotional equanimity are vital at the individual level to obtain a virtuous cycle; dynamic capabilities are essential at the organizational level. Ultimately, dynamic capabilities refer to the structures and processes within the organization that help management respond in the effective way and in a consistent manner towards shifting environments (Rashed Shtait Aamad AlShamsi, Ali Abdulbaqi Ameen, 2017, Smith & Lewis, 2011).

2.1.2 Solving Paradoxical Outcomes through effective knowledge sharing

It must first and foremost be mentioned that at the point of an outcome, there are return effects back to the input stage. This effect is captured in both the model of change and paradox. Even the feedback loop was considered by Jacobs et al., (2013) given further attention by Chiles, Meyer, & Hench (2004). Ultimately, attending effectively to contradictions have led to fruitful and success-oriented results in the past (O'Mahony & Bechky, 2006,,Al-maamari & Abdulrab, 2017) Facing complexities head-on has been associated with higher organizational performance (Tushman et al., 2010, Al-obaithani, Ameen, Nusari, & Alrajawy, 2018; Alrajawy, Isaac, Ghosh, & Nusari, 2018). Smith & Lewis (2011) expand this theory, stating that a dynamic equilibrium model will foster sustainability in three main areas of learning and creativity, flexibility and resilience and unleash of human potential.

Through the management of organizational paradoxes, learning and creativity are created in the process. This is embedded in the fact that considering paradoxical situations leads to the consideration of opposing ideas (Rothenberg, 1979), even from considering action plans on the same object in action or at rest. On the area of flexibility and resilience, paradoxical tensions lead to the achievement of short-term success but in a static manner (Tushma & O'Reilly, 1996). Miller (1993) add that interdependencies that present a rather complex framework can trap resources and utilize these resources for the benefit of the organization.

Finally, approaching paradoxical situations can unleash human potential in a variety of ways. Dutton & Heaphy (2003) argue that engaging in paradoxes create positive energy which is employed to let people experience quality connections and interrelationships. The human potential was observed as an outcome or output in the area of sustainability rather than a spitting and integration function. This is based on Smith & Lewis, (2011) argument that human potential is the result of flexibility and creativity and not a direct aspect of the paradoxical resolutions.

Both Jacobs et al., (2013) and (Abdulrab, 2018; Ameen, & Ahmad, 2014, Al-Maamari et al., 2018) acknowledges the event of feedback to calm down tensions in the loop. However, both investigations refuse to acknowledge this relationship in a separate proposition of hypothesis. However, in the present study, these relationships are hypothesized and empirically tested towards the achievement of the aims of the study. This loop is termed the feedback dynamics by A. Lewis et al., (2000). According to Chiles, Meyer, & Hench (2004) once stability is crossed, feedback ensures that there is a movement towards new concerns or new system configurations.

A look at Smith & Lewis, (2011) dynamic model reveals paradoxical resolutions leading back paradoxical tensions. This feedback after resolution will be in a positive format where threats within the external environment are reduced and weaknesses within the internal environment are alleviated. In addition, these resolutions have the power to move the paradoxical cognition to a more favourable position. Feedbacks also have the tendency to exhaust vital knowledge sharing within and between organizations. This feedback comes from outcomes and not the strategy stage as argued by Smith & Lewis, (2011).

2.2 Organizational Change Management in Mergers

2.2.1 Change in context of mergers and acquisitions

With globalization and technical development on the rise, the concept of Merger & Acquisitions (M&As) as a strategy for multinational companies have become more popular. Most merger and acquisitions occur within two firms of the same country but between 1999 and 200 and over 40% of M&As were reported to have taken place between two different countries. Hitt, Harrison, & Ireland, (2001) report that these cross-border merger and acquisition occur as a result of the globalization of businesses. The dangers of cross-border mergers have been highlighted by Chiles, Meyer, & Hench (2004). Such areas are flooded with failure and dissatisfaction. A study conducted by the Hay Group in 2007 indicated that 9% of the 200 major European M&As carried out were "completely successful" in meeting their set targets. This means remaining 91% failed or were not successful at achieving merger objectives.

Studies have shown that the cultural differences have a negative impact on the performance and success of M&A (Uhlenbruck, 2004). However, (Ahammad & Glaister, 2011; Brakman et al., 2013) argued that cross-cultural differences have both positive and negative impact on post-merger performance. On the contrary, studies have shown that cultural differences on "post-merger" integration are essential to the success of M&A (Brannen & Peterson, 2009; Weber et al., 2009). Angwin (2001) argue that assertions in this direction are only supported theoretically and that in practice, cross-border mergers are a major challenge.

Ultimately, most merger failures have been attributed to the lack of national cultural fit. Cultural conflicts between the workforce are bound to occur even in case companies are in the same country (Larsson & Risberg, 1998). This conflict reduces the commitment level of the employee (Cartwright & Cooper, 1996); cause a voluntary turnover (Krug & Hegarty, 1997) and "complicate the post-acquisition of integration process (Very & Schweiger, 2001). Important themes under mergers and processes involved in this area are presented in the sub-sections that follow.

Mergers may occur in the public or private sector or a mixture of businesses from these two areas. Regardless, the motives of mergers may fall into one or more of the areas of personal, economic, market or strategic (Al-Maamari et al., 2018; Qais Ahmed Al-Maamari, Rezian-na Muhammed Kassim, Mohammed Abdulrab, Bassam A. Al-Jamrh, Abdu Saif AL-Rassas, Ali Abdulbaqi Ameen, 2017) in the public domain. Moeller & Brady (2007) argue that main drivers have been the need to implement the new public administration, institutional economic and political motives. Other merger attempts have been directed at the need for synergies and economies of scale whilst alleviating redundancies. A major difference in private and public-sector mergers is the role of external forces or ownership. In the case of public corporations, entities may merge based on a change in legislation. Such processes occur over long periods and usually involves a gradual change process. Private sector mergers are more swift and sudden.

2.2.2 Merger Change Processes and Policies

A number of studies including Galpin & Herndon (2014) have highlighted that even though integration of businesses commence only after the merger has been determined, there is the need to attempt integration prior to determining the possibility of a merger. Emilsson et al., 1997, Galpin & Herndon (2014) build on the tri-stage model originally proposed by (Schweiger, 2002) into a merger transaction model with six stages

The three stages include transaction, transition and integration whereas the six stages include formulation, location, investigation, negotiation, integration and motivation. In stage one, success is determined by the proactive nature of the companies under the merger. Proactive strategies could manifest in areas of human resource integration, alignment of strategic and tactical objectives and the search for alternative strategies. At the second stage, negotiation, due diligence and main agreement are put in place.

Even though there may be the tendency to rush the fact-finding process, it is important that maximum time is allotted to this stage. According to Galpin & Herndon (2014), this is important to review all internal controls and install a comprehensive cultural analysis program. The last stage of the process entails the implementation and post-merger integration stage. Here, all stakeholders in the areas of people, systems, processes, technology and culture need to be managed in a single coherent strategy (Johnson et al., 2008; Slater & Narver, 1998). The complexity of the merger process is most intense in the third stage of the process as all systems are implemented in a systematic manner.

2.2.3 Change management Strategies in Mergers and Acquisitions

Several change management models have been proposed for merger integration. These include. Building on (Lewin, 1948) classic model, three main stages of "unfreezing", "moving" and "refreezing" may be observed in the merger process. Marks & Mirvis (2011) aligned these three stages with the classical cases of pre-combination, combination and post-combination into the model presented in Figure 2.8. Combining these two models Marks & Mirvis (2011) concluded on four main processes which include the setting of cultural or merger end stage, unfreezing of mind-sets, the movement towards desired end states and refreezing of desired end-states.

Consequently, the following hypothesis are proposed:

H1: knowledge sharing has a positive effect on managing organizational change.
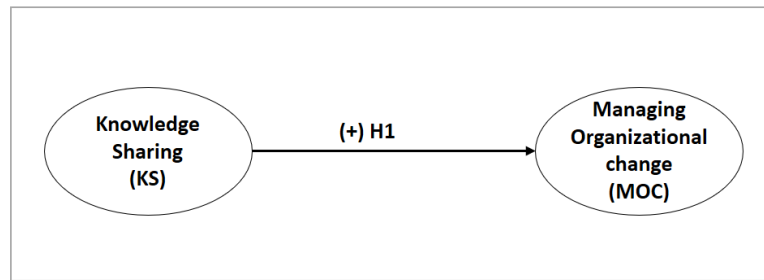
Figure 1: The proposed model

3. Research Method

For this study, the hypothesized variables and their relationships in the model have been derived from the available literature of the models and theories that have been prescribed in the literature mentioned above. The proposed model can be seen in Fig.1 below. A 12-item questionnaire was developed for this study, and in line with existing literature in the managing organizational change, a multi-item Likert scale was applied (Lee, Yoon, & Lee, 2009). Variables were measured using a Likert Scale, with 5 being 'Strongly Agree' and 1 being 'Strongly Disagree'. An online and paper-based data collection approaches were used to administer the survey to the participants of the study within Abu Dhabi Marine Operating Co (ADMA-OPCO) and Zakum Development Co (ZADCO).

4. Data Analysis and Results

Partial Least Squares (PLS) Structural Equation Modeling-Variance Based (SEM-VB) was utilized to examine the research model in this research, by using the SmartPLS 3.0 software (Ringle, Wende, & Becker, 2015). Analyzing Data through the second-generation multivariate data analysis technique which is SEM offers a simultaneous analysis which leads to more accurate estimates (Isaac, Abdullah, Ramayah, & Mutahar, 2017; Isaac, Abdullah, Ramayah, Mutahar, & Alrajawy, 2017; Isaac, Abdullah, Ramayah, & Mutahar Ahmed, 2017).

4.1 Descriptive analysis

Table 1 presents the mean and standard deviation of each variable in the current study. The respondents were asked to indicate their opinion. Knowledge sharing recorded mean score of 3.959 out of 5.0, with a standard deviation of 0.674, indicating that the respondents agreed that There is a high level of knowledge sharing within ADNOC, there is routine sharing of ideas and best practices in ADNOC, ADNOC has a clear knowledge sharing culture, and ADNOC shares knowledge with other companies in the oil and gas sector. Managing organizational change recorded mean score of 3.897 out of 5.0, with a standard deviation of 0.700, indicating that the respondents agreed that restructuring of resources and altering of structures is particularly important in this event of merger, employees know challenges will always come so employees persist in order to overcome them, ADNOC performance is very high compared with how other companies in the same industry are doing, and ADNOC position in the industry is admirable and of comparably high standard in this industry..

4.2 Measurement Model Assessment

The values of all the individual Cronbach's alpha coefficients in this study exceeded the suggested value of 0.7 (Kannana & Tan, 2005; Nunnally & Bernstein, 1994). Furthermore, for testing construct reliability, the values of all the composite reliability (CR) exceeded 0.7 (Gefen, Straub, & Boudreau, 2000). The values of all Average variance extracted (AVE) exceeded the recommended value of 0.50 (Hair, Black, Babin, & Anderson, 2010). Table 1 shows that all items in this study had factor loadings higher than the recommended value of 0.5 (Hair et al., 2010).

Table 1: *Mean, standard deviation, loading, cronbach's Alpha, CR and AVE*

Constructs	Item	Indicators	Loading (> 0.5)	M	SD	α (> 0.7)	CR (> 0.7)	AVE (> 0.5)
Knowledge sharing (KS)	KS1	Knowledge sharing within organization	0.759	3.959	0.674	0.860	0.894	0.584
	KS2	Routine sharing of ideas and best practices	0.792					
	KS3	Knowledge sharing culture	0.728					
	KS4	Goal-oriented knowledge sharing	0.784					
	KS5	Knowledge sharing with other firms	0.696					
	KS6	Knowledge sharing across industries	0.822					
Managing organizational change (MOC)	MOC1	Maintaining both calm and chaos	0.806	3.897	0.700	0.842	0.884	0.564
	MOC2	Restructuring of resources	0.784					
	MOC3	Persistence in the face of challenges	0.829					
	MOC4	Team effectiveness	0.686					
	MOC5	Organizational performance	0.575					
	MOC6	Organizational positioning	0.794					

Note: M=Mean; SD=Standard Deviation, α= Cronbach's alpha; CR = Composite Reliability, AVE = Average Variance Extracted.
Key: KS: knowledge sharing; MOC: managing organizational change.

Cross-loadings and Fornell-Larcker were used to assess the discriminant validity of the measurement model. In this study, the indicators' outer loadings on a construct exceeded all its cross-loadings with other constructs, and hence, the cross loading criterion had satisfied the requirements (refer to Table 2).

Table 2: *Results of discriminant validity by the cross loading*

	KS	MOC
KS1	**0.759**	0.310
KS2	**0.792**	0.428
KS3	**0.728**	0.278
KS4	**0.784**	0.373
KS5	**0.696**	0.279
KS6	**0.822**	0.477
MOC1	0.371	**0.806**
MOC2	0.426	**0.784**
MOC3	0.410	**0.829**
MOC4	0.280	**0.686**
MOC5	0.289	**0.575**
MOC6	0.373	**0.794**

Key: KS: knowledge sharing; MOC: managing organizational change

Table 3 displays the results for discriminant validity by using the Fornell-Larcker criterion. It was found that the square root of the AVEs on the diagonals (shown in bold) are greater than the correlations between constructs (corresponding row and column values), this indicates a good discriminant validity (Fornell & Larcker, 1981; Chin, 1998).

Table 3: *Results of discriminant validity by Fornell-Larcker criterion*

	Factors	*1*	*2*
		KS	MOC
1	KS	**0.765**	
2	MOC	0.484	**0.751**

Note: Diagonals represent the square root of the average variance extracted while the other entries represent the correlations.
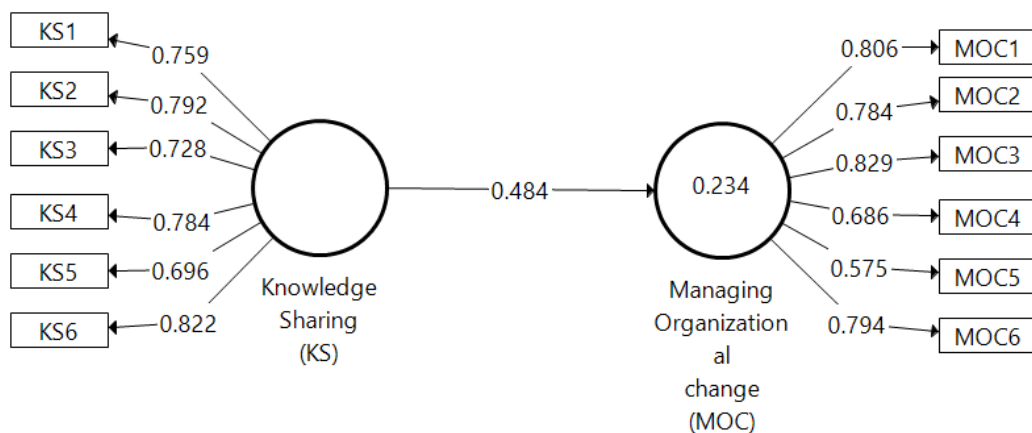**Key**: KS: knowledge sharing; MOC: managing organizational change

4.3 Structural Model Assessment

Figure 2 and Table 4 depict the structural model assessment. Knowledge sharing significantly predict managing organizational change. Hence, H1 is accepted with ($\beta = 0.484$, t= 10.454, p <0.001). Twenty-three percent of the variance in managing organizational change is explained by knowledge sharing.

Table 4: *Structural path analysis result*

Hypothesis	Relationship	Std Beta	Std Error	t-value	p-value
H1	KS→ MOC	0.484	0.046	10.454	0.000

Key: KS: knowledge sharing; MOC: managing organizational change

Key: KS: knowledge sharing; MOC: managing organizational change
Figure 2: PLS algorithm results

5. Discussion

The central nature of change to everyday activities and organizational behaviour was established from the onset of the present study. Increasingly, change has become a mandatory factor in today's businesses, drawing reverence from both internal and external organizational domains (Edmonds, 2011). Change has therefore become an ongoing concern for organizations around the globe, creating the need for a deeper understanding about factors that go into this area. Building on the premise that change management has often ended in abysmal failure, this has attracted the interest of researchers to explain using specific theories and paradigms (Brackman et al., 2013).

The key theoretical implications may be drawn in contribution to the concept and theories that underlie organizational uncertainty and change management. The study paves way for a clear insight on how change management may achieve set objectives in a more predictable manner. Findings reveal that knowledge sharing have a significant effect on organizational change. This implies that knowledge sharing is embedded in organizational change as a driver. This is because, in organizational change initiatives such as mergers, the employees do not just go along with the change but are drivers of how the change turns out (A. H. Aldholay, Abdullah, Ramayah, Isaac, & Mutahar, 2018; A. H. Aldholay, Isaac, Abdullah, Alrajawy, & Nusari, 2018). Contrary to hypothesized relationship, knowledge sharing was observed to be an insignificant predictor of organizational change. While the predictive effect was not a significant one, Backhaus et al., (2010) presents key arguments that may explain this. They argue that knowledge sharing is key to organizational success in general and especially in event of change. The impact of knowledge sharing may therefore lie more in the organizational change process itself rather than the formulation of organizational change policy. This points at knowledge sharing as an important tool for organizational change (Johnson et al., (2008). As mentioned earlier, both organizational change management and knowledge sharing predict organizational change. Organizational change management may include directives aimed at employee tensions, which may improve the overall predictive effect of knowledge sharing (Backhaus et al., 2010).

The study helps to firmly establish knowledge sharing as a key variable to consider in the implementation of organizational change and merge policy. The significance of the findings to the concept of change management lies in the fact that it opens space for academic research to study these concepts as interlinked concepts. The study has made key additions to the theory of organizational change management in terms of how it is influenced by complexities. The findings also make room for critique in the field of organizational change management and serves as a precedent for the development of hybrid models that illustrate the interrelationships revealed.

At the centre of the discussion, the present study has profound implications to the organizational change that has currently been considered by ADNOC between two of its main business units. in where the oil market also began to slow down after this period and has not been able to revert to its former glory. ADNOC remains during these challenging circumstances as the company is challenged to innovate and survive in these times of low oil prices. Towards more sustainable institutional development, now ADNOC is most needed to know the impact of knowledge sharing on managing organizational change the main rationale was to help arrive at how the merger policies that assist in implementing more successfully in this matter. This can help in drawing attention to build a successful model to be followed by other companies in the region.

Future research should be conducted to investigate the relationship between variables by conducting cross-cultural studies as recommended by previous studies (Isaac, Abdullah, Ramayah, & Mutahar, 2017a; Isaac, Abdullah, Ramayah, & Mutahar, 2017b; Isaac, Masoud, Samad, & Abdullah, 2016).

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6. Conclusion

The present section offers a thorough attention to the concept of change management and knowledge sharing. It pays keen attention to how these two areas can be argued from the perspective of the theory of complexity, considering the very nature of change and knowledge in organizational management. Organizations should increase spending on research and development in order to increase the organizational effectiveness (Osama Isaac, Abdullah, Ramayah, Mutahar, & Alrajawy, 2018; Osama Isaac, Abdullah, Ramayah, & Mutahar, 2018; Ameen, & Ahmad, 2012; Alrajawy, Daud, Isaac, & Mutahar, 2017). A thorough discussion of the application of a change in mergers and dualities and the management of complexity in organizational emergence is provided. The model for these two areas. For every organization to experience growth, it is essential to effect changes in its structures or mode of operation. The next conclusion is with regards to the main research question which sought to investigate the relationship between knowledge sharing and organizational change management. The findings revealed that knowledge sharing predicts organization change management. This informed the conclusion that knowledge sharing in ADNOC plays a key role in successful organizational change management.

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