

University of Nebraska - Lincoln

DigitalCommons@University of Nebraska - Lincoln

Library Philosophy and Practice (e-journal)

Libraries at University of Nebraska-Lincoln

2021

Knowledge Management for Innovativeness and Sustainable Organizational Development: A Case Study of Selected Corporate Institutions in Kenya

Arnold Mwanzu

The Aga Khan University, arnold.mwanzu@aku.edu

Dickens Rodriguez Wendo

University of Nairobi, dwendo@uonbi.ac.ke

Felix Kibet

University of Nairobi, fkibet@uonbi.ac.ke

Follow this and additional works at: <https://digitalcommons.unl.edu/libphilprac>



Part of the [Library and Information Science Commons](#)

Mwanzu, Arnold; Wendo, Dickens Rodriguez; and Kibet, Felix, "Knowledge Management for Innovativeness and Sustainable Organizational Development: A Case Study of Selected Corporate Institutions in Kenya" (2021). *Library Philosophy and Practice (e-journal)*. 5086.

<https://digitalcommons.unl.edu/libphilprac/5086>

Knowledge Management for Innovativeness and Sustainable Organizational Development: A Case Study of Selected Corporate Institutions in Kenya

By

Dickens Rodrigues Wendo¹

Felix Kibet Rop²

Arnold Mmbwanga Mwanu³

ABSTRACT

The birth of knowledge-based economies placed a great significance to effective knowledge management. Knowledge management is now a critical component for organizations in the 21st century in their effort to ensure sustainable organizational development. Organizations need to have strategies to create, adapt, and manage knowledge so as to maintain their innovation ability, consequently enhancing their sustainability. The purpose of the study was to examine the effect of Knowledge Management on innovativeness and sustainable organizational development. The study took a quantitative approach through a descriptive research design. The study population included selected corporate organization that had embraced knowledge management practices. The study used questionnaires and interview schedule to collect data from respondents. Data was analyzed through descriptive and inferential statistics. The findings showed that sustainable organizational development has a significant relationship with both innovativeness and knowledge management in the organization. Innovativeness was found to have a significant effect on sustainable organization development at 43.4%. However, when knowledge management was introduced in the model, the amount of sustainable organization development predicted improved to 68.1%. The study concluded that knowledge management, through knowledge creation, learning, simplifying knowledge and synergy, has a critical role in sustainable organizational development by enhancing innovativeness. This study recommends that organizations should implement effective knowledge management practices to support innovativeness and enable the organization create developments that not only fulfil the current needs but also ensure future needs are fulfilled.

Keywords: Knowledge Management, Innovativeness, Sustainable Organizational Development, Tacit and Explicit Knowledge, Kenya, Africa.

Introduction

Sustainable organizational development is one of the overarching goals of modern organizations. Managers have to ensure that their organizations are able to create developments, which fulfill the current needs without lessening future opportunities (Soliman, 2018). Sustainability in organizational development is described as the ability of an organization to continuously create development and ensure it remains a constant process. Sustainability in organizational development has been catalyzed by the recent globalization wave, global economic crisis, organization ethics and increased stakeholders interest in organization operations (Wales, 2013). According to Eccles, Ioannou and Serafeim (2012) organizations that achieve sustainable development significantly perform better, in relation to Stock Market and Accounting. On the other hand, Cella-De-Oliveira (2013) noted that by seeking sustainability, organizations seek for legality before markets, expanding their scope and safeguarding their financial returns. Doane and MacGillivray (2001) argue that, sustainability is necessary to prevent the distressing and inefficient effects of corporate premature death.

Sustainability has three aspects that include, environment, social and economic suitability. Environmental sustainability involves conservation, drop in wastage and efficient organizational practices (Soliman, 2018). Social sustainability is the quality of society that supports durable circumstances for the well-being of humans, specifically vulnerable persons or groups (Ajmal, 2018). Social sustainability in organizations involves such issues as human rights, fair work practices, living conditions, health, safety, wellness, diversity, justice, work-life balance, empowerment, public engagement, charity and volunteerism. Economic sustainability involves the allocation and protection of scarce resources while making sure positive social and environmental outcomes (Doane & MacGillivray, 2001). Generally, sustainable organizational development can be described as the mix of environment, social and economic performance (Kocmanová & Dočekalová, 2014).

Innovation is one of the factors in organizations that support sustainable development. Organizations need to be innovative in their product, services and technologies that support its processes so as to enhance their sustainable development practices (Batista & Francisco, 2018). Studies show that, knowledge management practices in the organization have a positive significant influence on advancing innovation through knowledge transformation into knowledge asset in the organization (Akram, *et al.*, 2011). This study argues that,

organizations can be able to pursue sustainable development through knowledge management practices that enhance innovativeness in the organization.

Knowledge management in any organization includes such process as knowledge creation, organization, storage, dissemination and usage. It is defined as the course and process of regularly managing all types of knowledge so as to meet the needs and to exploit existing and acquired knowledge for fresh opportunities (Nawab *et al.*, 2015). Knowledge management helps develop a knowledge-driven culture which promotes innovativeness (Du Plessis, 2007). Similarly, Nawab *et al.*, (2015) argue that, knowledge management enables the collaboration in the innovation process. Innovation is the creation, acceptance and execution of new concepts, processes, products and/or services. This study argues that through this process of innovation, an organization can be able to support a continuous development that entail, new practices, processes, products and services.

An analysis of knowledge management on organization continuity shows that, besides affecting the performance, it also exerts an influence on the innovativeness within the organization (Gonzalez & Martins, 2017). In a study conducted by Young (2016) to determine the correlation between knowledge management, innovation and performance in United States' ship repair industry firms, it was revealed that, knowledge creation supports the organizational capability to sustain a competitive edge leading to positive performance and innovation through the application of knowledge management practices. According to Cheng and Huang (2012), knowledge management, human resource and information technology strategies are all linked to the performance and the development of an organization.

Knowledge must be transferred among the employees to realize both personal and organizational goals that ensure that, success is achieved. Knowledge transfer as a method of managing knowledge among a generation of employees is realized through managing knowledge continuity (Amin *et al.*, 2012). Knowledge management aids in transferring knowledge and skills to new employees enabling them to learn the processes thus increasing their productivity. Knowledge is crucial in driving the productivity as it also helps in the acquisition of new knowledge and this ensures employees have better understanding of functions and work goals (Wang & Wang, 2012). Knowledge transfer improves the understanding of employees by equipping them with the knowledge of their predecessors to

avoid a repetition of mistakes. According to Levy (2011), knowledge transfer enhances innovation, creativity and continuous progress which are based on the understanding of the past. Moreover, it improves decision making and eliminates errors among newcomers due to access to critical knowledge that they need for their positions.

Knowledge Management for Innovativeness

According to Andreeva and Kianto (2011), knowledge management has been a subject of study by business people and scholars to determine the impact of knowledge management on organizations. Knowledge management is key in today's knowledge economy given that creating and diffusing knowledge has increasingly become a crucial factor for sustainability. More and more knowledge in an organization is considered to be a valuable commodity that gets embedded in both the employees and products. Most organizations consider knowledge as an intellectual asset that is different from other valued commodities. Organizations in the knowledge age are those that remember, act and learn based on the best available information, knowhow and knowledge. As such, organizations need to have strategies to create, adapt and manage knowledge so as to maintain their innovation ability, consequently enhancing their sustainability.

Organizations in Africa have continued to struggle in sustaining their development with a lot of corporate failure and stagnation. One of the issues that are common among these organizations is poor knowledge management practices or lack thereof, which if well implemented, could go a long way in ensuring sustainable development in the organization (Malhotra, 2005). Tacit and explicit knowledge is not short in Africa; however, this knowledge has not been properly stored and utilized. Organizations need to effectively manage knowledge in their workforce in order to fully gain from it. This study therefore looked into how organizations can utilize the rich knowledge in Kenya through effective management which will foster innovativeness in the organization and ensure there is sustainable development.

Objectives of the Study

- i. To examine the state of sustainable organizational development in private and public organizations in Kenya.

- ii. To examine knowledge management practices in private and public organizations in Kenya.
- iii. To find out the extent of innovativeness in private and public organizations in Kenya.
- iv. To find out the effect of knowledge management on innovativeness and sustainable organizational development in private and public organizations in Kenya.

LITERATURE REVIEW

Knowledge Management

Knowledge management refers to the course and process of regularly managing all types of knowledge so as to meet the needs and to exploit existing and acquired knowledge for fresh opportunities (Nawab *et al.*, 2015). There are normally two categories of knowledge; tacit knowledge and explicit knowledge. Tacit knowledge refers to the personal knowledge in an individual's mind, behavior and views. It includes skills, experiences, insight, intuition and judgment. It can be shared through discussion, stories, analogies and one-on-one interaction. Due to this, it presents difficulties in trying to capture it (Casonato & Harris, 1999). On the other hand, explicit knowledge refers to knowledge that is defined in formal language and mostly it entails technical and/or academic information such as, manuals, math expressions, patents and copyrights. Explicit knowledge is readily communicated and disseminated by print, electronic methods and formal ways (Smith, 2001).

Knowledge management includes knowledge creation, learning, simplifying and synergy. Its practices are meant to exploit all knowledge in the organization for new opportunities (Nawab *et al.*, 2015). The purpose of organizational knowledge is to complement individual knowledge and make it stronger, coherent and allow it to be broadly applied.

The greatest asset an organization can have is the knowledge held by its employees and this makes it important to identify it and prevent losing it. Some of the ways that such knowledge can be lost is through turnover, competition and retirement. According to Stewart (2000), the best way of retaining knowledge is through the identification of intellectual assets and ensuring that legacy materials get produced and stored in ways that make their retrieval and reuse easy. The sharing of knowledge held by people in the organization helps to leverage knowledge to the advantage of the organization. Bollinger and Smith (2001), assert

that knowledge is a strategic asset in any organization that requires to be managed. Knowledge management aims to develop processes and systems that aid in the acquisition and sharing of intellectual assets and this aids in increasing the generation of actionable, meaningful and useful information to increase team and individual learning. According to Beveren (2012), knowledge management should focus on human resource strategies and intellectual capital to allow the stimulation of employee innovativeness and creativity.

Managing knowledge helps organizations facilitate smooth transition from retirees to new recruits filling those positions. The process also minimizes the loss of corporate memory as a result of retirement and natural attrition while enabling the identification of critical areas and resources of knowledge to enable the organization understand the knowledge that it possesses. According to Nguyen (2017), organizations are always looking for ways to maintain or gain a competitive edge in the market place. However, they face the challenge of knowing what they know to enable them maximize the transfer of such knowledge throughout the firm. Rigby (2009) observed that, knowledge management aims at accumulating intellectual capital to create unique core competencies that promote superior results. Therefore, application of knowledge management practices makes it easy for organizations to continuously learn by exploiting the existing capabilities and resources, thus improving performance.

Application of knowledge management techniques has a positive impact on the competitive advantage, performance and innovativeness in an enterprise. These techniques enable organizations to gain long term competitiveness, improved performance and higher level of created value which stimulates development (Slavkovic & Babic, 2013). According to Babic *et al.* (2008), knowledge management is identified as the process that results in better organizational performance through the implementation of downsizing strategies. Such processes includes a wide spectrum of activities that are designed to enable the management to create, exchange, improve and manage intellectual assets within a firm. Moustaghfir and Schiuma (2013), notes that, organizations that implement knowledge management usually benefit in improving their innovativeness in the long run.

According to Arnett & Wittman (2014), the transfer of knowledge from a firm ends up affecting its performance. The other factor that affects the organization performance and continuity is the knowledge sharing and innovation. Sharing of knowledge promote

innovativeness within the organization while promoting the retention of employees (Wang & Wang 2012). Employee mobility is also another factor that affects innovation in a firm given that, knowledge management helps to support performance of the firm (Alegre & Chiva, 2013). According to Bidmeshgipour *et al.* (2013), application of knowledge management contributes to the organizational innovativeness in terms of services and products. Incorporation of innovativeness in employee goals through the practice of knowledge management helps in the achievement of organizational innovativeness.

Innovativeness

Innovativeness in the organization is understood as the company inclination to engage in and enable fresh ideas, novelty, experimentation and creative processes, which could produce new products, services and processes (Kamaruddeen, Yusof & Said, 2010). Innovativeness is the susceptibility and ability of an organization to rapidly incorporate change in organizational practices by creating and/or implementing fresh ideas that are valuable in the form of competitiveness and sustainability. On the other hand, Kruja (2018) observed that knowledge is the critical element of the innovativeness. This study thus argues that, knowledge management supports innovativeness in the organization which fosters sustainable organization development through innovation. Innovation is described as the firm's capacity to renovate ideas and knowledge into fresh products, services and/or processes sustainably for the benefit of the company stakeholders (Razavi & Attarnezhad, 2013). In a study conducted on the effect of knowledge management on innovation in organization, it was shown that knowledge management through organizational learning has significant impact on innovation (Abdi & Senin, 2015).

Sustainable Organizational Development

Sustainable organizational development refers to the ability of an organization to continuously create development and ensure it remains a constant process. Sustainability in organizational development has led to the recent globalization wave, global economic crisis, organization ethics and increased stakeholders interest in organization operations (Wales, 2013). In a study carried out by Jamali (2006) about Insights into triple bottom line integration from a learning organization perspective, he noted that an organization that focuses more on learning increases its ability to maintain the three parameters of sustainability that includes environmental, social and economic performance.

Sustainable organizational development has grown in popularity with the emergence of globalization. According to Naudé (2012), sustainable development has grown to be one of the most pressing problems in the modern global society in which companies operate. He notes that, individuals, groups, societies and organization are finding ways of solving problems related to sustainable development. Naudé (2012) argued that, effective communication tends to eliminate complexity and enhances transfer of information. Again, communication improves articulation of ideas, make tacit ideas part of the discussion and changes conversion into experimentation, trial and implementation. Naudé (2012) further presents that, sustainable development requires a global and integrated approach that is related to ICT to enhance and share knowledge effectively. Naudé (2012) in a study on sustainable development and organizational learning concluded that, sustainable development and organizational learning, which entails knowledge management, are mutually supportive.

METHODOLOGY

This study took a quantitative approach through a descriptive research design to evaluate the effects of knowledge management practices on innovative and organizational development in organizations. The study population comprised of large private and public organizations. A total of 12 organizations were selected from the manufacturing, service industry, academic and research institutions. These organizations were selected on the basis of their knowledge management practices. These organizations were drawn from different parts of the country both urban and rural settlements. The organizations were: Kenya Institute of Management (KIM), The Central Bank of Kenya (CBK), The East Africa Community (EAC), The International Centre of Insect Physiology and Ecology (ICIPE), Kenya Power and Lighting Company (KPLC), Kenya Electricity Generating Company (KENGEN), University of Nairobi (UON), Moi University, Zetech College, Rongo University, St. Paul's University and Masinde Muliro University of Science and Technology.

The study used structured questionnaires to collect data from the respondents. Data was collected through a Likert scale where, strongly agree (SA) =1, agree (A) =2, neutral (N) =3, disagree (D) =4, strongly disagree (SD) =5. The results were computed and interpreted as, strongly agree (SA) =1.0 – 1.4, agree (A) = 1.5 – 2.4, neutral (N) = 2.5 – 3.4, disagree (D) = 3.5 – 4.4, strongly disagree (SD) = 4.5 – 5.0.

RESULTS AND FINDINGS

The study achieved a 100% response rate, a total of 12 questionnaires were distributed and they were duly filled and returned. The respondents comprised 58.3% male and 41.7% female. There were 58.3% respondents aged between 36-45 years and 33.3% aged between 22-35 years while 8.3% were aged between 46-55 years old. Further, 75% of the respondents had a masters' degree while only 25% had a degree. Most of the respondents; 58.3% were in the middle level management, 25% in the top level management and 16.7% were in lower level management.

Sustainable Organization Development

This study examined sustainable organization development in three aspects, environmental sustainability, social sustainability and economic sustainability. Findings in relation to environmental sustainability showed that, organization were involved in environment conservation; this was as agreed among respondents with a mean of 2.2 and a standard deviation of 0.8. Respondents were however, neutral on whether their organization had minimum wastage, as demonstrated with a mean of 2.8 and a standard deviation of 1.3. Similarly, respondents did not agree nor disagree on whether their organization practices were efficient, as shown with a mean of 2.9 and a standard deviation of 1.4.

Results in relation to social sustainability could not establish whether organizations had fair work practices or not as the response was neutral with a mean of 2.5 and a standard deviation of 0.8. Respondents were also neutral when asked whether they had a safe working environment, as illustrated with a mean of 2.7 and a standard deviation of 0.7. Further, respondents could not agree nor disagree on whether organization considered staff wellness; this had a mean of 2.6 a standard deviation of 0.9.

Findings in relation to economic sustainability showed that respondents could not agree nor disagree whether resources in their organizations were properly allocated; this had a mean of 2.6 and a standard deviation of 0.8. Further, respondents were neutral when asked whether their organizations protected scarce resources. This was illustrated with a mean of 3.1 and a standard deviation of 1.1. In addition, respondents remained neutral on whether their organizations ensured positive social and environmental outcomes. This had a mean of 2.9 and a standard deviation of 0.8. These results are illustrated in Table 1.

Table 1: Sustainable Organization Development

	Mean	Std. Deviation
Our organization is involved in environment conservation	2.2	0.8
There is minimum wastage in the organization	2.8	1.3
Our organizational practices are efficient	2.9	1.4
There is fair work practices in our organization	2.5	0.8
We have a safe working environment	2.7	0.7
Staff wellness is considered in the organization	2.6	0.9
There is proper allocation of resources in the organization	2.6	0.8
Scarce resources are well protected in our organization	3.1	1.1
Our organization ensures a positive social and environmental outcomes	2.9	0.8

Source: Field data, 2019

Knowledge Management

The study examined knowledge management in four aspects; knowledge creation, leaning, simplifying and synergy of information. According to the findings in relation to knowledge creation, respondents remained neutral when asked whether their organization allowed brainstorming at work, this had a mean of 2.5 and a standard deviation of 0.8. Again respondents indicated that they are coached from time to time on their job responsibilities, this was shown with a mean of 2.2 and a standard deviation of 0.6. It was however, not established whether organization had proper framework for managing creativity. This is shown with a mean of 3.0 and a standard deviation of 1.1.

Results in relation to learning showed that, respondents agreed that employee learning was encouraged in the organization, as revealed from the results with a mean of 2.4 and a standard deviation of 1.1. Respondents were however, uncertain on whether employees were encouraged to experiment with new ideas in the organization, with a mean of 3.0 and a standard deviation of 1.1. Further, the respondents indicated that employees were encouraged

to always provide feedbacks. This was agreed among the respondents as illustrated below with a mean of 2.1 and a standard deviation of 1.1.

Results on simplifying of knowledge showed that respondents disagreed that their organization had worked to eliminate bureaucracy. This had a mean of 4.1 and a standard deviation of 0.9. Even though respondents could not agree nor disagree on whether organization instilled confidence in their employees, as shown with a mean of 2.8 and a standard deviation of 0.8.

Findings on knowledge synergy showed that respondents could not ascertain whether there was cross-pollination of ideas in their organizations. This had a mean of 3.1 and a standard deviation of 0.9. Additionally, respondents disagreed that their organizations built knowledge communities. This was shown with a mean of 4.2 and a standard deviation of 0.9. Respondents however agreed that there was effective communication, as shown with a mean of 2.4 and a standard deviation of 1.0. These findings are shown in Table 2.

Table 2: Knowledge Management

	Mean	Std. Deviation
Our organization allows for brainstorming at work	2.5	0.8
Our staff are coached from time to time on their job responsibilities	2.2	0.6
There is a proper framework for managing creativity in the organization	3.0	1.1
Employee learning is encouraged	2.4	1.1
Employees are encouraged to experiment with new ideas	3.0	1.1
Employees are encouraged to always provide feedbacks	2.1	1.1
Our organization has worked to eliminate bureaucracy	4.1	0.9
Employees are instilled with confidence	2.8	0.8
There is cross-pollination of ideas	3.1	0.9
The organization build knowledge communities in the organization	4.2	0.9
There is effective communication in the organization	2.4	1.0

Source: Field data, 2019

Innovativeness

The study examined the extent of innovativeness in the organizations sampled. According to the findings displayed in Table 3, respondents agreed that their organization had the capacity to innovate. This had a mean of 2.1 and a standard deviation of 1.2. Respondents were however neutral on whether their organization developed new product as shown with a mean of 2.6 and a standard deviation of 1.2. Similarly, respondents remained neutral on whether their organization had creativity. This had a mean of 2.6 and a standard deviation of 1.1.

Additionally, it could not be established whether organization had been granted various patents for their innovative products and services, as illustrated with a mean of 3.0 and a standard deviation of 1.3. Further, respondents were neutral when asked if their organization had presented papers in forums for innovation. This had a mean of 2.8 and a standard deviation of 1.3. Moreover, respondents agreed that their organization was actively publishing papers. This was shown with a mean of 2.3 and a standard deviation of 1.4. Respondents agreed that their organization had received honor and awards for their product and services, as shown in Table 3 below with a mean of 2.4 and a standard deviation 1.4.

Table 3: Innovativeness

	Mean	Std. Deviation
Our organization has the capacity to innovate	2.1	1.2
Our organization develops new product to the world	2.6	1.2
Our organization develops new product in the company	2.5	0.9
There is a lot of creativity	2.6	1.1
Our organization has been granted various patents for its innovative products and services	3.0	1.3
Our organization has presented papers in forums for innovation	2.8	1.3
Our organization is actively publishing papers	2.3	1.4
Our organization has received honor and awards for its product and services.	2.4	1.4

Source: Field data, 2019

The correlation between knowledge management, innovativeness and sustainable organization development

The study examined the relationship between knowledge management, innovativeness and sustainable organization development through a correlation analysis. According to the results as illustrated in Table 4 below, sustainable organization development had a positive significance relationship with knowledge management ($r=.825$, $p<.05$) which shows there was a positive significant relationship between sustainable organization development and innovativeness ($r=.658$, $p<.01$). In addition, knowledge management and innovativeness had a positive significant relationship ($r=.795$, $p<.05$).

Table 4: Correlational Matrix

		Sustainable organizational development	Knowledge management	Innovativeness
Sustainable organizational development	Pearson Correlation Sig. (2- tailed)	1		
Knowledge management	Pearson Correlation Sig. (2- tailed)	.825**	1	
Innovativeness	Pearson Correlation Sig. (2- tailed)	.658*	.795**	1

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Effect of KM on Innovativeness and Sustainable Organizational Development

The study examined the effect of knowledge management on innovativeness and sustainable organizational development. Stepwise regression analysis was used to examine this effect. According to the results shown in the model summary, model 1 show that innovativeness accounts for 43.4% of sustainable organizational development. Model 2 shows that, when knowledge management is introduced, the amount of sustainable organization development predicted goes up to 68.1%. The ANOVA results shows that, the two models were significant in predicting the independent variable, model 1 had p value of $0.028 < 0.05$ while model 2 had a p value of $0.01 < 0.05$.

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	R	Std. Error of the Estimate
1	.658 ^a	.434	.371		.62520
2	.825 ^b	.681	.602		.49740

a. Predictors: (Constant), Innovativeness

b. Predictors: (Constant), Innovativeness, Knowledge management

Table 6: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.692	1	2.692	7	.028
	Residual	3.518	9	.391		
	Total	6.210	10			
2	Regression	4.231	2	2.115	10	.010
	Residual	1.979	8	.247		
	Total	6.210	10			

a. Dependent Variable: Sustainable organizational development

b. Predictors: (Constant), Innovativeness

c. Predictors: (Constant), Innovativeness, Knowledge management

DISCUSSION

The findings established that, sustainable organizational development has a significance relationship with both innovativeness and knowledge management in the organization. This observation corresponds to Naudé (2012) sentiments that sustainable development and organizational learning is knowledge management.

Further, innovativeness was found to have a significant influence on sustainable organization development. It accounted for 43.4% of sustainable organization development. However, when knowledge management was introduced in the model, the amount of sustainable organization development predicted improved to 68.1%. This clearly shows that innovativeness has a positive influence on sustainable organization development. However, it gets better when knowledge management is introduced. This is explained by the role that

knowledge management plays in fostering innovativeness in the organization. The case is supported by Akram, *et al.*, (2011) who observed that knowledge management practices in the organization have positive significant influence on advancing innovation through knowledge transformation into knowledge asset in the organization. Similarly, Kruja (2018) observed that, knowledge is the critical element of the innovativeness. The findings reflects the argument of Batista and Francisco (2018) who asserted that, organizations need to be innovative in their products, services and technologies that support its process so as to enhance their sustainable development practices. Equally, Jamali (2006) argued that organizations that focuses more on learning increases its capacity to challenge in the three dimensions of sustainability in the organization that include, environmental sustainability, social sustainability and economic sustainability.

CONCLUSION

From the findings above, it can be concluded that, knowledge management has a critical role in innovativeness and sustainable organizational development. An effective knowledge management in the organization that ensures the creation of knowledge, learning, simplifying and knowledge synergy will advance innovativeness in the organization. Through innovations that help to create new products, services and process, an organization can thus advance sustainable development. Innovativeness will also help an organization to be able to adapt to the dynamics of its environment, changing with time thus becoming sustainable.

RECOMMENDATION

The study recommends that, organizations should implement effective knowledge management practices that will support innovativeness. This will lead to developments that not only fulfil the current needs but also ensure fulfillment of future needs. Knowledge management practices should be carried out through creation of new knowledge. Learning should also be promoted in the organization to help instill knowledge among employees that will enhance their innovativeness. Knowledge should be simplified so that it can be easily learned by employees. In an effort to utilize and ensure different knowledge in the organization is well utilized, the organization should combine knowledge from different quarter to complement each other.

REFERENCES:

- Abdi, K., & Senin, A. A. (2015). The impact of knowledge management on organizational innovation: An empirical study. *Asian Social Science*, *11*(23), 153.
- Ajmal, M. M., Khan, M., Hussain, M., & Helo, P. (2018). Conceptualizing and incorporating social sustainability in the business world. *International Journal of Sustainable Development & World Ecology*, *25*(4), 327-339.
- Akram, K., Siddiqui, S. H., Nawaz, M. A., Ghauri, T. A., & Cheema, A. K. H. (2011). Role of knowledge management to bring innovation: an integrated approach. *Cell*, *92*(333), 6183035.
- Batista, A. A. D. S., & Francisco, A. C. D. (2018). Organizational sustainability practices: A study of the firms listed by the Corporate Sustainability Index. *Sustainability*, *10*(1), 226.
- Casonato, R., & Harris, K. (1999). Can an Enterprise Really Capture " Tacit Knowledge": We answer two top questions on knowledge management from the Electronic Workplace 1999 Conference. *Gartner Group Research Note Select Q&A*.
- Cella-De-Oliveira, F. A. (2013). Indicators of Organizational Sustainability: A Proposition From Organizational Competences. *International Review of Management and Business Research*, *2*(4), 962.
- Doane, D., & MacGillivray, A. (2001). Economic Sustainability: The business of staying in business. *New Economics Foundation*, 1-52.
- Du Plessis, M. (2007). The role of knowledge management in innovation. *Journal of knowledge management*, *11*(4), 20-29.
- Eccles, R. G., Ioannou, I., & Serafeim, G. (2012). *The impact of a corporate culture of sustainability on corporate behavior and performance* (No. W17950). Cambridge, MA, USA: National Bureau of Economic Research.
- Gonzalez, R. V. D., & Martins, M. F. (2017). Knowledge Management Process: a theoretical-conceptual research. *Gestão&Produção*, *24*(2), 248-265.
- Jamali, D. (2006). Insights into triple bottom line integration from a learning organization perspective. *Business Process Management Journal*, *12*: 809–21.
- Kamaruddeen, A. M., Yusof, N. A., & Said, I. (2010). Innovation and innovativeness: Difference and antecedent relationship. *The Icfai University Journal of Architecture*, *2*(1), 12.
- Kocmanová, A., & Dočekalová, M. (2014). Corporate sustainability: environmental, social, economic and corporate

- performance. *Acta Universitatis Agriculturae et Silviculturae Mendelianae Brunensis*, 59(7), 203-208.
- Kruja, A. D. (2018). Synergic Individual Entrepreneurial Orientation of University Students: A New Measurement Model. In *Handbook of Research on Ethics, Entrepreneurship, and Governance in Higher Education* (pp. 371-397). IGI Global.
- Naudé, M. (2012). Sustainable development and organizational learning: mutually supportive. *International Journal of Business and Management Studies*, 1(1), 523-540.
- Nawab, S., Nazir, T., Zahid, M. M., & Fawad, S. M. (2015). Knowledge management, innovation and organizational performance. *International Journal of Knowledge Engineering-IACSIT*, 1(1), 43-48.
- Razavi, S. H., & Attarnezhad, O. (2013). Management of organizational innovation. *International Journal of Business and Social Science*, 4(1).
- Smith, E. A. (2001). The role of tacit and explicit knowledge in the workplace. *Journal of knowledge Management*, 5(4), 311-321.
- Soliman, F. (2018). Role of HRM in Sustainable Organizational Development. In *Sustainable Development: Concepts, Methodologies, Tools, and Applications* (pp. 115-131). IGI Global.
- Sparrow, J. (2011). Knowledge Management in Small and Medium Sized Enterprises. In: *Encyclopedia of Knowledge Management, Second Edition*, 671-681, IGI Global Press
- Thompson, V. A. (1965). Bureaucracy and innovation. *Administrative science quarterly*, 1-20.
- Wales, T. (2013). Organizational Sustainability: What is it, and Why does it Matter?. *Review of enterprise and management studies*, 1(1), 38-49.