

The Impact of Knowledge Management on Organizational Sustainability: Mediating Role of Organizational Learning Culture

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ABSTRACT

The paper intends to examine the Impact of Knowledge Management on Organizational Sustainability: Mediating role of Organizational Learning Culture in context with Baron and Kenny's mediating model. The present study focuses on Knowledge Management in the organization. The model has been tested with the textile sector. Random employees working in the textile sector were contacted. The finding indicated that there is an Impact of Knowledge Management on Organizational Sustainability, Mediated through the role of Organizational Learning Culture. Baron and Kenny's mediation has been used for hypothesis testing, and hierarchical regression has been used and found that there is a mediating effect of Knowledge Management. The research applies to all the employees working in the organization who wish to interpret the Impact of Knowledge Management. The managerial implications and future scope have been discussed. Training has to be provided for the employees on Knowledge management for better performance as well as to attain individual growth which paves way for the organizational sustainability. The contribution of this research includes a better understanding of different aspects of Knowledge management concerning Organizational sustainability and Organizational learning culture.

KEYWORDS: Knowledge Management, Organizational Learning Culture, Organizational Sustainability.

1. INTRODUCTION

In the last two decades, Knowledge Management reasoned as a new variant that has been introduced with Human Resource Management. Knowledge management relies on structure objectives such as improved action, competitive advantage, creativity, transfer of information, integration, and growth of the organization (Raudeliūnienė et

al., 2018). The efforts represent organizational learning culture and may be distinguished from that by a greater focus concerning knowledge management as a strategic asset and on sharing of information. Knowledge Management is directly as well as indirectly related to an organizational learning culture. Researchers have been analyzing the consequence of Knowledge Management on the organizational learning outcomes such as competition, conception, the action of the employees, monetary as well as the non-monetary benefits to the employees (Biscotti et al., 2015). However, there is no understanding between researchers regarding the consequence of Knowledge Management on organizational action and researchers haven't agreed on the organizational sustainability of Knowledge Management.

2.SIGNIFICANCE OF THE STUDY

Knowledge management is significant at the current scenario as its theatrical role is more predominant factor for the organization. In relation to organizational sustainability which is mediated through the role of Organizational Learning Culture. The impact of Knowledge management is highly significant in the study.

3.REVIEW OF LITERATURE

1. **(Biscotti et al., 2018)** describes on the study, the main motive of this research was to know the Environmental Management System (EMS) affect the environmental product creation tendency of an organization through the effecting factors that were framing the information process: the management practices of coaching and growth as well as the organizational context. It was found that for organizational contexts characterized in the presence of house owner's family, Environmental Management System stimulates the data exploration within the environmental protection field.
2. **(Jordão & Novas, 2017)** the research article states that Knowledge management in small-scale enterprises provides a hands-on contribution by gradually increasing as well as knowing the impact of SMEs system on the metric linear unit and implementation – an interpretation at all the phrases.
3. **(Asrar-ul-Haq & Anwar, 2016)** in the research claims that attainable precursor and factors that smoothness the data management and data transfer in organizations. It is related to precursors and drawbacks to data management and data sharing. The results can bring out theism data inference by inspecting the precursor and hurdles to data allocation and transfer.
4. **(Sarin et al., 2016)** explored in the study states that globally with 240 million individuals have been enduring Hepatitis B Virus (HBV), with the vast number of epidemics in Asia and Africa. The knowledge of the history of Hepatitis B Viral infection and the possibility for treatment of the subsequent illness was unceasingly

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improving. The unbiased information of this research was to keep posted the endorsements to the best management of chronic Hepatitis B Virus infection. Thus, the rules and references are obtainable with suitable background data.

5. **(Duffield & Whitty, 2016)** explained in the research that Organizational Learning associate's application of the general Lessons Learned data sample that allows management to conceptualize however organizational power comes wired (distributed) across numerous parts of the associate organization. The analysis methodology consisted of action analysis cycles among an out-sized divisional branch of a government organization. Data management interventions and initiatives were enforced with 3 action analysis cycles completed.
6. **(Breese et al., 2015)** explained in the study explains the exposure of Benefits Management (BM), but beforehand a smaller amount effect on project management and even not as much of management does. Despite the suggestion that an emphasis on assistance recovers the attainment rate of ventures and programs. One of the parts of the study to make clear the inadequate acceptance apprehensions the spread of information on Benefits Management and its acceptance by organization. The worldwide growth of Benefits Management was drawn to categorize the variations in change procedures over a period and the current environmental projects of practice. This research was used in mixture with the imperfect sign available on change events with nothing to choose between them of the organization to categorize significant issues for the effect of Benefits Management in the future.
7. **(Swacha, 2015)** stated in the research that Effective data management depends on sure-fire data sharing. One of the most barriers to data sharing was the lack of employees' motivation, whereas gamification could be a tried suggests inducing intrinsic motivation. It tends to consider these 2 observations as reasons to contemplate applying gamification within space management with the aim of inducement motivation for knowledge sharing. The paper discusses each of the problems of information sharing, and the part of gamification so describes an implementable resolution in an exceeding type of system of gamification rules geared toward motivating workers for numerous activities associated with the data sharing.
8. **(Lozano et al., 2015)** stated in the research, a few universities global have shaped new degrees and changed current ones, as an answer to the cumulative notice by concerns to hire sustainability well-educated graduates. Though, various such courses have been technologically advanced with an emphasis on hard decision-making problems. The samples which are available in many of the journals have been aptly void and been based on speculation of education as well as the learning process. The article is trying its level best in bringing a new course on organizational change management.

9. **(Luhman & Cunliffe, 2014)** in a study, “Organizational Learning and Knowledge Management”, on Blackwell book by transportation along the most recent approaches from the leading specialists in structure learning & information management the amount provides a singular and valuable summary of current puzzling over however organizations accumulate 'knowledge' and learn from experts. Key areas of update within the remake are Resource based mostly read of the firm Capability management world management structure culture Mergers & acquisitions Strategic management Leadership"-- platinum. 1. Disciplinary views -- platinum. 2. structure learning and learning organizations -- platinum. 3. information and its management in organizations -- platinum. 4. Learning and information in international contexts.
10. **(Frost, 2014)** stated in the study, “A synthesis of knowledge management failure factors”, the information management (KM) was very popular. However, the failure of metric linear units comes contributed to its call-in quality. This paper aims to combine and organize the failure factors that are mentioned in metric linear unit literature since the discipline began to achieve quality within the late 90s. The failure factors are organized into 2 broad categories: causative and resultant. causative factors see the broad organizational and social control problems that are needed to implement metric linear units with success.

4.OBJECTIVES OF THE STUDY

- To ascertain the relationship between Knowledge management and Organizational learning culture.
- To explore the relationship between Knowledge management and Organizational Sustainability.
- To determine the relationship of Organizational learning culture is mediating between Knowledge management and Organizational Sustainability.

5.HYPOTHESES OF THE STUDY

- The relationship between Knowledge management and Organizational learning culture.
- The relationship between Knowledge management and Organizational Sustainability.
- The relationship between Knowledge management, Organizational learning culture and Organizational Sustainability.

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6. POPULATION AND SAMPLE

DATA COLLECTION

The population comprises employees working in the textile units in and around Coimbatore and Tirupur districts. All the respondents are permanent employees of the organization who were taken into study. Around 10 plus units were included in the study. A constructive questionnaire was designed based on the review of the literature. A total of 200 survey questionnaires were distributed online, due to the pandemic situation. Among those 128 valid questionnaires were taken into consideration. A questionnaire was constructed. For the sake of evenness in measuring the variables, a Likert-type scale with 5-point is used from Strongly Disagree (1) to Strongly Agree (5).

ANALYSIS CRITERIA

Statistical Package for Social Science (SPSS) is used for the Analytical part of the research. Cronbach's alpha was used for testing the cohesion of internal reliability of the research. Baron and Kenny were used for testing models 1, 2, and 3 to know the relationship between the variables Knowledge Management, Organizational Learning Capability, and Organizational Sustainability.

CONCEPTUAL FRAMEWORK

<p>Knowledge Management</p> <ul style="list-style-type: none"> ● Visit and access information ● Service helps performance management ● Improving knowledge management services ● Accomplish tasks ● Discussions/meeting conducted ● Free flow of information 	<p>Organizational Learning Culture</p> <ul style="list-style-type: none"> ● Clear vision ● Committed to mission ● Committed to continuous improvement ● Developed for future roles ● Use resources more effectively and efficiently ● Help to meet mission ● Enhance overall performance 	<p>Organizational Sustainability</p> <ul style="list-style-type: none"> ● Improving efficiency ● Building awareness ● Highlighting sustainability in learning ● Sustainability in strategic plan ● Promoting sustainability in relationship ● Developing sustainability related business
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Relationship between Knowledge Management and Organizational Learning Culture

Knowledge management is the art of changing data and assets into consistent value for an organization to the employees. An organizational learning culture is a procedure to develop, retain, and transfer knowledge in the organization (Margaret Wood & York St John, 2011). The employees working in the organization ought to be capable of learning new things as it paves way for the betterment of the employees as well as the organizational development as a whole. Through training, the employees gain new knowledge and work for the attainment of the goal within the stipulated time. Adopting the organizational culture through knowledge management is essential for each employee (Lozano et al., 2015). In certain cases, there exists a negative relationship between Knowledge management and Organizational learning culture because of lack of proper training, insufficient equipment, etc. Thus, to summarize that there exists a positive relationship between Knowledge management and Organizational learning culture as both are interlinked (Lee et al., 2010).

H1: There is a positive relationship between Knowledge management and Organizational learning culture.

Relationship between Knowledge Management and Organizational Sustainability

The group of people working in an organization who aim to attain continuity is Organizational sustainability (Sarin et al., 2016). It is essential for the development of the Organization as a whole. Organizational sustainability doesn't limit itself to implementing strategic sustainability but also extends with social, economic as well as cultural benefits which can be attained through environmental aspects. Knowledge management paves way for the Organizational sustainability through social, economic, cultural, and environmental aspects for the employees. As management should also be part of sustainable growth (Massingham, 2014). Not in all cases, Organizational Sustainability has a positive outcome like a coin it has got both sides. Organizational Sustainability doesn't link with knowledge management. However, there exists a positive relationship between Knowledge management and Organizational Sustainability (Lee et al., 2010).

H2: There is a positive relationship between Knowledge management and Organizational Sustainability.

Relationship between Knowledge Management, Organizational Sustainability,

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and Organizational Learning Culture

These two factors Organizational learning culture and Organizational Sustainability are contributing to the growth of the employees and organization. Knowledge management ought to help with the outcome of the employees through the Organizational learning culture and Organizational Sustainability. An employee is capable to sustain in an environment through learning with the knowledge gained through the training and other sources(Ďuriník, 2015). From the study, it is found that Organizational learning culture is mediating between Knowledge management and Organizational Sustainability for the betterment of the organization. In certain cases, there exists partial mediation among the variables used for the research.

H3: There is a positive relationship between Knowledge management and Organizational Sustainability.

6.1 DATA ANALYSIS AND INTERPRETATION

Table showing the Age of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 21	8	6.3	6.3	6.3
	21-30	104	81.3	81.3	87.5
	31-40	12	9.4	9.4	96.9
	41-50	2	1.6	1.6	98.4
	Above 51	2	1.6	1.6	100.0
	Total	128	100.0	100.0	

INTERPRETATION

The age group of respondents Below 21 is 6.3%, 21-30 is 81.3%, 31-40 is 9.4%, 41-50 is 1.6% and Above 51 is also 1.6%. The respondents with Age group 21-30 has got the highest percentage.

Table showing the Salary of the respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 10000	10	7.8	7.8	7.8
	10001-20000	6	4.7	4.7	12.5
	20001-30000	12	9.4	9.4	21.9
	30001-40000	26	20.3	20.3	42.2
	Above 40001	74	57.8	57.8	100.0
	Total	128	100.0	100.0	

INTERPRETATION

The salary of the respondents Below 10000 is 7.8%, 10001-20000 is 4.7%, 20001-30000 is 9.4%, 30001-40000 is 20.3% and Above 40001 is 57.8%. The respondents belong to Above 40001 salary is 57.8% is high.

Table showing the Experience of the employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 1	12	9.4	9.4	9.4
	1-5	48	37.5	37.5	46.9
	6-10	62	48.4	48.4	95.3
	11-15	2	1.6	1.6	96.9
	16-20	2	1.6	1.6	98.4
	Above 21	2	1.6	1.6	100.0
	Total	128	100.0	100.0	

INTERPRETATION

The experience of the respondents Below 1 year is 9.4%, 1-5 years is 37.5%, 6-10 years is 48.4%, 11-15 years is 1.6%, 16-20 years is 1.6%, Above 21 years is 1.6%. From the above table, it shows that 6-10 years of experience is 48.4% of respondents which is considerably high.

CORRELATION

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Correlations

		Knowledge Management	Organizational Learning Capability	Organizational Sustainability
Knowledge Management	Pearson Correlation	1	.949**	.954**
	Sig. (2-tailed)		<.001	<.001
	N	128	128	128
Organizational Learning Capability	Pearson Correlation	.949**	1	.978**
	Sig. (2-tailed)	<.001		<.001
	N	128	128	128
Organizational Sustainability	Pearson Correlation	.954**	.978**	1
	Sig. (2-tailed)	<.001	<.001	
	N	128	128	128

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

INTERPRETATION

The above table shows that the range of correlation coefficient values is ranging from +1 to -1. The greater the implicit value of the coefficient indicates the greater the relation between the mediating variable Organizational Sustainability. In the Pearson correlation, an implicit value of 1 denotes a consummate one-dimensional relationship among Knowledge Management, Organizational Learning Capability, Organizational Sustainability.

REGRESSION

Baron and Kenny Model - 1

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.949 ^a	.901	.900	1.89031

a. Predictors: (Constant), Knowledge Management

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4081.488	1	4081.488	1142.230	<.001 ^b
	Residual	450.231	126	3.573		
	Total	4531.719	127			

a. Dependent Variable: Organizational Learning Capability

b. Predictors: (Constant), Knowledge Management

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.544	1.369		1.128	.261
	KnowledgeManagement	1.212	.036	.949	33.797	<.001

a. Dependent Variable: OrganizationalLearningCapability

INTERPRETATION

The direct outcome of Knowledge management on Organizational Learning Culture is 1.212. It shows that Knowledge management affects Organizational Learning Culture.



Model - 2

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.954 ^a	.910	.909	1.05378

a. Predictors: (Constant), KnowledgeManagement

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1414.084	1	1414.084	1273.435	<.001 ^b
	Residual	139.916	126	1.110		
	Total	1554.000	127			

a. Dependent Variable: OrganizationalSustainability

b. Predictors: (Constant), KnowledgeManagement

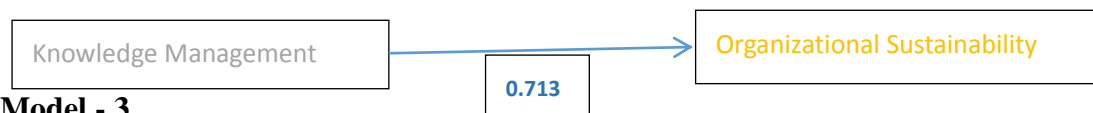
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.353	.763		1.773	.079
	KnowledgeManagement	.713	.020	.954	35.685	<.001

a. Dependent Variable: OrganizationalSustainability

INTERPRETATION

The direct outcome of Knowledge management on Organizational Sustainability is 0.713. It shows that Knowledge management has an impact on Organizational Sustainability.



Model - 3

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Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.982 ^a	.964	.963	.67207

a. Predictors: (Constant), Organizational Learning Capability, Knowledge Management

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1497.540	2	748.770	1657.744	<.001 ^b
	Residual	56.460	125	.452		
	Total	1554.000	127			

a. Dependent Variable: Organizational Sustainability

b. Predictors: (Constant), Organizational Learning Capability, Knowledge Management

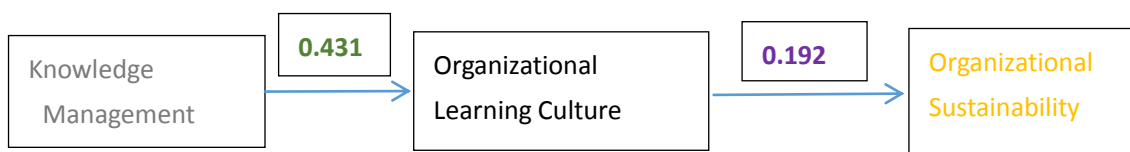
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.688	.489		1.406	.162
	Knowledge Management	.192	.040	.256	4.736	<.001
	Organizational Learning Capability	.431	.032	.735	13.593	<.001

a. Dependent Variable: Organizational Sustainability

INTERPRETATION

In the mediating effect, Knowledge Management is having 0.192 as an impact on Organizational learning culture is 0.431 but is reduced in absolute size from 1.212. So there exists a partial mediation on Organizational Sustainability with Knowledge management through the mediating factor of Organizational Learning Culture.



7. RECOMMENDATIONS

The purpose of this search is to ascertain the elements that influence Knowledge management towards Organizational learning culture and Organizational sustainability. In addition to this, the research paves the way to know the mediating factor which is influencing the concept of Knowledge management (Raudeliūnienė et al., 2018). The greater the implicit value of the measure indicates the strong relationship between the mediating variable Organizational Sustainability. Using the Pearson correlation, indicates an absolute perfect linear relationship among Knowledge Management, Organizational Learning Capability, Organizational Sustainability.

H1: There is a positive relationship between Knowledge management and Organizational learning culture. The direct effect of Knowledge management on Organizational Learning Culture is 1.212. It shows that Knowledge management has an impact on Organizational Learning Culture which means that employees are ready to adapt to the training and gain new knowledge. H2: There is a positive relationship between Knowledge management and Organizational Sustainability. The direct effect of Knowledge management on Organizational Sustainability is 0.713. It shows that Knowledge management has an impact on Organizational Sustainability, states that employee working in the organization poses continuity. H3: Organizational learning culture is mediating between Knowledge management and Organizational Sustainability. In the mediating effect, Knowledge Management is having 0.192 as an impact on Organizational learning culture is 0.431 but is reduced in absolute size from 1.212. So there exists a partial mediation on Organizational Sustainability with Knowledge management through the mediating factor of Organizational Learning Culture.

(Wang et al., 2008) This paper reviews the conceptual framework of organizational learning and found that five concept focuses on the combination of individual learning; cognitive process; culture; knowledge management; and, continuous transformation. In fulfillment of current organizational circumstances, this research paper defines the concept of an organizational learning culture, incorporating the aspect of creativity and creative thinking. An updated understanding of organizational learning is the overall outcome of the research.

(Wang et al., 2008) revealed that there is an outcome of Knowledge Management determines on organizational sustainability. It was noted that knowledge generation from an individual and knowledge sharing by an individual had a momentous outcome on knowledge storage. It is also observed that knowledge management has a rudimentary outcome on organizational sustainability (De Souza et al., 2015). Firms in the Kurdistan Region of Iraq fail to generate knowledge management due to their stagnant document recording capacities which they are lacking behind.

(William R. King) in the research claimed that Knowledge Management is based on the precede that, employees working in the organization are not able to give their best-concerning knowledge, organizations are in general not meagerly using the knowledge that employee's domination. Through Knowledge Management, organizations desire to attain and also makeover possibly helpful knowledge and to form it acquirable to those who can use it at a period of time. From the observation, that if an organization can change its efficacious knowledge usage by only a midget amount, extraordinary benefits will affect Organizational learning culture is a complement to Knowledge Management.

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IMPLICATIONS

THEORETICAL IMPLICATIONS

Organizational sustainability is mobilizing organizations with the employees and system essential for success in the global market of the present century. Organizational Sustainability means having the directive, expert, worldwide insights, and modification strategies essential to rise to the specific challenges cladding organizations today (Rampai & Sopeerak, 2011). As a researcher, we suggest a new theoretical interlink between Knowledge management and Organizational sustainability by considering Organizational learning culture implanting hidden factors. Considering, this hidden factor in any type of organization or theoretical concepts will provide a conducive approach towards the sustainability of any organization. Our research gives a new outlook towards the concept of Knowledge management by inculcating Organizational learning culture as a mediating factor.

PRATICAL IMPLICATIONS

This research has several practical contributions towards Knowledge management links among Organizational sustainability and Organizational learning culture. The research contributes towards practitioners in the textile industry by providing information about the existence of Knowledge management in the organization. The study strongly indicates Knowledge management supremacy over the performance of the employees working in the organization as a whole (Koehler et al., 2019). Once Knowledge management is keenly introduced it will have a positive working nature among the employees in an organization. The research shows that practicing Knowledge management in an organization paves way for emotional stability and significance in Organizational Sustainability and Organizational learning culture (Gloet & Berrell, 2003). It also implies that textile units should provide more significance towards knowledge management as the contribution is more and demandable.

8. CONCLUSION

The paper spotlights the context of Knowledge management with the mediating factor Organizational sustainability and Organizational learning culture (Raudeliūnienė et al., 2018). The textile sector was peculiarly chosen for the research since the existence a dire need for these kinds of firms to endlessly carry through to meet the market needs. There is a lot of breadth for the Textile sector to grip up the benefits of Knowledge management as a whole. This research is specifically designed to evaluate factors related to moderator and mediator effect of Organizational Sustainability and

Organizational learning culture concerning knowledge management(Jordão & Novas, 2017).

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