UKR Journal of Economics, Business and Management (UKRJEBM)
Homepage: https://ukrpublisher.com/ukrjebm/
Email: submit.ukrpublisher@gmail.com
Volume 2, Issue 4, 2026
ISSN: 3049-429X (Online)

Knowledge Management Capabilities and Organisational Sustainability of Small and Medium Sized Enterprises in Yenagoa, Bayelsa State

Tuodolo Daniel Patrick[1] and Tama-Timighe Samuel Ayebawomoemi[2]

Department of Management, Faculty of Management Sciences, Niger Delta University, Wilberforce Island, P.M.B. 071, Amassoma. Bayelsa State, Nigeria.

***Corresponding Author**: Tuodolo Daniel Patrick
DOI: *https://doi.org/10.5281/zenodo.19763893*

Article History
Original Research Article
Received: 05-03-2026
Accepted: 10-04-2026
Published: 25-04-2026

Citation: Tuodolo Daniel Patrick and Tama-Timighe Samuel Ayebawomoemi. (2026). Knowledge Management Capabilities and Organisational Sustainability of Small and Medium Sized Enterprises in Yenagoa, Bayelsa State. UKR Journal of Economics, Business and Management (UKRJEBM), 2(4), 213-222.

Abstract

This study examined the relationship between knowledge management capabilities and the organisational sustainability of small and medium-sized enterprises (SMEs) in Yenagoa, Bayelsa State. The study conceptualises knowledge management capability as comprising structural, cultural, and technological dimensions that enable effective knowledge utilisation. A cross-sectional survey design was adopted, with data collected from 74 top management staff across thirty small and medium-sized enterprises using a structured questionnaire. The data were analysed using the Spearman Rank Correlation Coefficient to determine the strength and direction of relationships among the variables. The findings reveal that structural capability, cultural capability, and technological capability each have a positive and statistically significant relationship with organisational sustainability. These results underscore the significance of internal organisational capabilities in enhancing long-term viability and resilience of small and medium-sized enterprises. The study concludes that strengthening knowledge-supportive structures, fostering a collaborative organisational culture, and investing in appropriate technological systems are critical for sustaining SME performance. It therefore recommends that SME management should continuously develop and integrate these capabilities to enhance agility, competitiveness, and long-term organisational sustainability.

Keywords: *Knowledge management capabilities, structural capability, cultural capability, technological capability, organisational sustainability.*

Introduction

In an increasingly volatile and knowledge driven global economy, organisational sustainability has emerged as a critical objective for firms seeking long-term survival, competitiveness, and value creation (Porter & Kramer, 2011). Sustainability is a multidimensional concept encompassing economic, social, and environmental dimensions. However, within the organisational context, it is primarily reflected in a firm's ability to remain economically viable, sustain internal and external stakeholder relationships, and adapt operational practices in ways that ensure long-term continuity (Elkington, 2018; Bansal & DesJardine, 2014; Lozano, 2020). Over the years, considerable attention has been devoted by scholars, policymakers, and development agencies to addressing sustainability challenges through policy reforms, entrepreneurship support initiatives, and improved business practices. Despite these efforts, sustainability remains an ongoing concern for many organisations, particularly small and medium-sized firms, indicating that present interventions have not entirely addressed the underlying drivers of organisational fragility.

Small and medium-sized businesses are the foundation of most developing economies, contributing to job creation, revenue generation, and local economic progress. SMEs in Nigeria are defined as businesses with less than 200 workers and total assets under five hundred million naira, excluding land and buildings (Small and Medium Enterprises Development Agency of Nigeria, 2021). However, achieving sustainability remains particularly challenging for SMEs because of limited financial

resources, managerial capacity constraints, and heightened exposure to environmental uncertainties (OECD, 2021). As a result, many SMEs struggle to sustain operations beyond the short and medium term, leading to high failure rates and unstable growth trajectories.

Within the organisational sustainability discourse, increasing emphasis has shifted from external interventions to internal organisational capabilities which enable businesses to effectively respond to environmental pressures. While access to finance and supportive policies remain important, emerging evidence suggests that sustainability is strongly influenced by the internal structures, values, and systems that shape how organisations utilise knowledge. This perspective aligns with the view that organisational sustainability is not only determined by what firms know, but by their capability to create enabling conditions that support effective knowledge utilisation.

In this regard, knowledge management capability represents a distinct organisational capability that differs from knowledge management processes itself. Knowledge management capability refers to the organisational structures, cultural attributes, and technological infrastructures that collectively enable effective knowledge creation, sharing, storage, and utilisation within the firm (Gold et al., 2001; Alavi & Leidner, 2001). Structural capability relates to formal arrangements such as organisational design, roles, procedures, and coordination mechanisms that facilitate knowledge flows. Cultural capability reflects shared values, norms, and trust that encourage knowledge sharing and learning among employees. Technological capability concerns the availability and effective use of information and communication technologies that support knowledge capture and dissemination. Together, these dimensions do not constitute knowledge management activities, but rather the organisational capacity that makes such activities possible and sustainable.

In the past, empirical studies on knowledge and organisational sustainability have largely focused on large organisations and multinational corporations, often overlooking the unique operational realities of SMEs in resource constrained and sub national settings (Raut et al., 2021). Moreover, much of the existing literature has examined knowledge management from a practice or process perspective, emphasising activities such as knowledge sharing, storage, and utilisation, rather than the underlying organisational capabilities that enable these activities to occur effectively (Gold et al., 2001; Zheng et al., 2010; Ferraris et al., 2019). Also, in the Nigerian context, studies on organisational sustainability have tended to approach the subject from financial, policy, or environmental perspectives, with limited empirical attention to internal organisational capabilities such as structural, cultural, and technological enablers of knowledge management. This creates a significant gap in the literature on how knowledge management capabilities influence the sustainability of SMEs operating in localised contexts such as Yenagoa, Bayelsa State. It is against this backdrop, that this study examines the link between knowledge management capabilities and organisational sustainability of SMEs in Yenagoa, Bayelsa State.

Statement of the Problem

SMEs remain central to economic development through their contributions to employment creation, income generation, and local economic activities, particularly in developing economies such as Nigeria (Adebayo & Okonkwo, 2022; Eneh, 2021). Despite their economic significance, the long-term sustainability of SMEs continues to be threatened by persistent operational instability, weak growth capacity, and high failure rates. Due to their incapacity to successfully adjust to shifting market conditions, technological changes, and competitive challenges, many SMEs in Nigeria fail to achieve sustained performance, raising questions about their long-term viability (OECD, 2021; SMEDAN, 2021). These challenges are more evident in sub national contexts such as Yenagoa, Bayelsa State, where SMEs operate within fragile institutional and infrastructural environments.

One of the fundamental yet underemphasised problems confronting SMEs is the weak development of internal capabilities that support learning, adaptation, and continuity. Many SMEs in Yenagoa operate with informal organisational structures, poorly defined roles, and limited coordination mechanisms, which hinder systematic knowledge flow and organisational learning. The absence of clear structures for capturing and retaining knowledge often results in the loss of critical operational experience, inconsistent decision making, and dependence on individual rather than organisational knowledge.

In addition to structural deficiencies, SMEs also face ongoing cultural challenges that affect their operations. A significant number of SMEs lack a supportive organisational culture that encourages knowledge sharing, collaboration, and continuous learning. In many cases, knowledge is hoarded by individuals due to mistrust, fear of redundancy, or weak incentive systems, thereby limiting collective problem solving and innovative ability (Zheng et al., 2010; Donate & de Pablo, 2015). This weak knowledge-oriented culture constrains SMEs from responding proactively to operational challenges, customer needs, and competitive dynamics.

Furthermore, many SMEs lack adequate information and communication technologies that support knowledge storage, communication, and retrieval. Where technology is available, it is often underutilised due to skills gaps, poor integration with business processes, and lack of strategic orientation (Ferraris et al., 2019). These technological inadequacies restrict timely access to information, reduce operational efficiency, and weaken the ability of SMEs to innovate and adapt, thereby undermining organisational sustainability.

Although previous studies have acknowledged the relevance of knowledge to organisational performance, empirical research has largely focused on knowledge management practices rather than on the underlying knowledge management capabilities that enable such practices. Furthermore, most sustainability related studies have concentrated on large organisations or have approached the issue from financial or policy perspectives, with limited attention to internal capability based explanations, particularly within SME contexts in developing economies. In Nigeria, and specifically in Yenagoa, there is limited empirical evidence examining how structural, cultural, and technological knowledge management capabilities relate to the organisational sustainability of SMEs.

This limited empirical understanding constrains the ability of SME owners, managers, and policymakers to make informed decisions regarding the development of internal capability driven strategies for enhancing long term organisational viability. Consequently, the gap addressed by this study is the lack of empirical clarity on the nature and extent to which knowledge management capabilities, expressed through structural, cultural, and technological dimensions, influences the sustainability of SMEs in Yenagoa, Bayelsa State. Addressing this gap is essential for strengthening SME resilience, continuity, and competitive relevance in an increasingly dynamic business environment.

Research Objectives

The primary objective of the study was to investigate the empirical relationship between knowledge management capabilities and organisational sustainability of SME's in Yenagoa, Bayelsa state. Specifically, the objectives are to:

1. determine the relationship between structural capabilities and sustainability of SME's in Yenagoa, Bayelsa state.
2. examine the relationship between cultural capabilities and sustainability of SME's in Yenagoa, Bayelsa state.
3. ascertain the relationship between technological capabilities and sustainability of SME's in Yenagoa, Bayelsa state.

Hypotheses

H_{01}: There is no significant relationship between structural capabilities and sustainability of SME's in Yenagoa, Bayelsa state.

H_{02}: There is no significant relationship between cultural capabilities and sustainability of SME's in Yenagoa, Bayelsa state.

H_{03}: There is no significant relationship between technological capabilities and sustainability of SME's in Yenagoa, Bayelsa state.

Conceptual Review

Knowledge Management Capabilities

In contemporary organisations, knowledge is widely acknowledged as a strategic resource that supports learning, adaptation, and effective decision making. As organisations operate in increasingly complex and uncertain environments, the ability to utilise knowledge in ways that enhance organisational responsiveness and continuity has become essential (Nonaka & Takeuchi, 1995; Grant, 1996). However, the mere possession of knowledge does not automatically translate into improved organisational outcomes. Rather, it is the organisational capacity to support, mobilise, and sustain knowledge use that determines its strategic relevance.

This recognition has shifted scholarly attention from knowledge management activities to the organisational capabilities that enable such activities. Knowledge management capabilities refer to the organisational ability to establish and maintain enabling conditions that support effective knowledge utilisation over time. Unlike knowledge management, which focuses on specific processes and practices, knowledge management capabilities represent an organisational level capacity embedded in structures, routines, and systems that allow knowledge related initiatives to function consistently and coherently (Gold et al., 2001; Zheng et al., 2010).

From a strategic perspective, knowledge management capabilities align with the broader capability based view of the firm, which emphasises that sustained organisational performance is rooted in the ability to develop and deploy collective competencies rather than isolated resources. Prahalad and Hamel (1990) argue that organisational competitiveness is driven by core competencies developed through collective learning and coordination across the firm. Applied to the knowledge context, this perspective suggests that organisations must build internal capabilities

that support the integration and application of knowledge, rather than relying on ad hoc or individual driven efforts.

Knowledge management capabilities therefore function as higher order organisational capabilities that shape how knowledge is embedded within organisational routines and decision-making processes. These capabilities influence the consistency, reliability, and effectiveness of knowledge use across the organisation, particularly in dynamic environments where learning and adaptation are critical. For SMEs, the development of knowledge management capabilities is especially important, as resource constraints heighten dependence on internal organisational capacity for sustaining performance and continuity (Donate & de Pablo, 2015; Ferraris et al., 2019).

Previous empirical studies have often prioritised knowledge management practices rather than capability development. This has limited understanding of how knowledge enabling capabilities operate as strategic assets, particularly within SME contexts in developing economies. In this study, knowledge management capabilities are conceptualised as the organisational capacity that enables SMEs to systematically support and sustain knowledge related activities necessary for long term viability. This conceptualisation provides the foundation for examining how knowledge management capabilities relate to organisational sustainability among SMEs in Yenagoa, Bayelsa State.

Dimensions of Knowledge Management Capabilities

Structural Capabilities

Structural knowledge management capability refers to the amount to which an organisation's formal arrangements facilitate the effective development, sharing, and use of knowledge (Lee & Choi, 2003). It encompasses how authority relationships, communication channels, role clarity, coordination mechanisms and decision-making frameworks are configured to enable knowledge to flow across functional and hierarchical boundaries. Gold et al. (2001) describe structural capability as a key organisational condition that enables knowledge to be systematically organised and retained, while Kogut and Zander (1992) emphasise that organisational arrangements shape how knowledge is transferred and replicated across the firm. Within this framing, structural capability captures the formal context through which knowledge is stabilised and made accessible for organisational use.

Organizational arrangements have an important role in shaping how knowledge is transmitted, preserved, and applied across different units and levels. Clearly articulated roles and coordination processes facilitate consistent communication, reduce ambiguity, and support the integration of dispersed expertise into collective organisational action (Grant, 1996). When such arrangements are weak or poorly articulated, knowledge tends to remain fragmented, informal, and dependent on personal relationships, limiting its reliability and continuity. Lee and Choi (2003) argue that the absence of supportive organisational arrangements constrains knowledge exchange and inhibits the development of shared understanding within organisations.

Structural knowledge management capability therefore concerns the degree to which knowledge is embedded within organisational arrangements rather than residing solely with individuals. Zheng et al. (2010) note that organisations with well-defined arrangements are better able to institutionalise knowledge through established coordination routines and formalised interactions, thereby reducing vulnerability to knowledge loss and inconsistency. By providing a stable framework for knowledge retention and utilisation, structural capability enhances the reliability of knowledge-based activities over time.

Cultural Capabilities

Cultural knowledge management capability refers to an organization's shared values, beliefs, and conventions that influence attitudes toward knowledge generation, sharing, and usage (De Long & Fahey, 2000). It reflects how much the company culture promotes transparency, trust, teamwork, and learning as essential components of regular work behavior. Scholars argue that culture forms the social context within which knowledge-related behaviours are either reinforced or constrained, thereby influencing how willingly individuals contribute their expertise and experiences to collective organisational knowledge (Zheng et al., 2010). In this regard, cultural capability provides the normative foundation that supports sustained knowledge exchange.

The cultural environment of an organisation significantly affects the willingness of employees to share ideas, question existing practices, and learn from one another. A culture characterised by trust and mutual respect reduces fears associated with knowledge sharing, such as loss of power or redundancy, and promotes cooperative problem solving (Nonaka & Takeuchi, 1995). Conversely, cultures marked by excessive competition, rigid hierarchies, or low trust tend to encourage knowledge hoarding and limit open communication. Lee and Choi (2003) note that without supportive cultural values, formal knowledge initiatives often fail to gain traction, as employees may comply superficially while withholding meaningful contributions.

Cultural knowledge management capability therefore concerns the extent to which knowledge sharing and

learning are socially legitimised and embedded within organisational norms (Donate & de Pablo, 2015). Cultural capability is essential to maintaining organizational learning and the efficient use of knowledge resources because it shapes how people view and interact with knowledge.

Technological Capabilities

Technological knowledge management capability refers to the extent to which an organisation possesses and effectively utilises information and communication technologies to support the creation, storage, retrieval, and exchange of knowledge (Gold et al., 2001; Alavi & Leidner, 2001). It captures the technological infrastructure that enables knowledge to be codified, accessed, and communicated across time and space, thereby extending knowledge beyond immediate interpersonal interactions. Scholars emphasise that technology provides the technical foundation through which knowledge can be systematically documented and made available to organisational members, enhancing consistency and continuity in knowledge use (Lee & Choi, 2003).

The effectiveness of technological capability, however, is shaped by how technological tools are integrated into organisational routines and everyday work practices. Technologies such as databases, collaborative platforms, and communication systems facilitate the dissemination and reuse of knowledge when they are aligned with organisational processes and user needs (Alavi & Leidner, 2001). Where such alignment is weak, technological systems may exist but remain underutilised or reduced to administrative functions, limiting their contribution to meaningful knowledge exchange. Ferraris et al. (2019) argue that technology alone does not generate knowledge value unless it is actively used to support learning, coordination, and decision making.

Technological knowledge management capability therefore concerns the firm's ability to translate technological infrastructure into functional support for knowledge activities. Just as cultural capability legitimises knowledge sharing through norms and values, technological capability enables knowledge to be captured and accessed in usable forms. Zheng et al. (2010) note that organisations with effective technological support are better positioned to retain organisational memory and ensure that knowledge remains accessible despite changes in personnel or operating conditions. By facilitating the systematic storage and retrieval of knowledge, technological capability enhances the reliability and reach of knowledge resources within organisations.

Organisational Sustainability

Organisational sustainability is an organisation's ability to maintain its operations, relevance, and performance over time while effectively responding to changing economic, social, and environmental conditions. It includes long-term continuity, robustness, and responsible value generation in addition to short-term financial results (Elkington, 2018; Bansal & DesJardine, 2014). Within the organisational context, sustainability reflects the ability of firms to align strategic objectives with adaptive practices that support ongoing viability in dynamic and often uncertain environments (Lozano, 2020).

Scholarly discourse highlights that organisational sustainability is inherently multidimensional, integrating economic viability, social responsibility, and environmental awareness into organisational decision making and operations (Bansal & DesJardine, 2014). These dimensions are not pursued in isolation but are interconnected, shaping how organisations balance performance demands with long-term responsibilities to stakeholders and society (Bansal, 2005). Therefore, sustainability is viewed as a dynamic process rather than a static result, implying that organisations constantly modify their practices, structures, and resource usage in response to both internal and external pressures (Hahn et al., 2018).

Organisational sustainability is especially important for small and medium-sized businesses because of structural limitations, scarce resources, and increased vulnerability to environmental fluctuations. SMEs often face challenges related to market instability, technological change, and institutional pressures, which can threaten their continuity if adaptive capacity is weak (OECD, 2021). Unlike large organisations, SMEs typically rely more heavily on internal organisational capabilities and managerial discretion to sustain operations over time. Consequently, sustainability for SMEs is closely linked to their ability to build resilience, learn from experience, and adapt practices to changing conditions, rather than solely pursuing scale or short-term growth.

Overall, organisational sustainability captures the long-term ability of firms to remain viable, responsive, and relevant within their operating environments. For SMEs in particular, sustainability reflects not only survival but the capacity to evolve in ways that support continuity and competitive relevance. It encompasses the mechanisms through which organisations maintain performance, adapt to change, and leverage their internal resources to secure enduring effectiveness.

Theoretical Review

Dynamic Capability Theory (DCT)

The Dynamic Capability Theory (DCT) was propounded by Teece et al. (1997). The theory emphasizes that an organization's long-term success and competitiveness are determined not just by its resources, but also by its capacity to integrate, grow, and reconfigure internal capabilities in order to respond appropriately to alterations in the external environment. DCT extends the traditional resource-based view by highlighting the processes through which firms adapt, innovate, and renew their resource base to maintain strategic advantage.

Subsequent studies have elaborated that dynamic capabilities enable organisations to continuously adapt, innovate, and reconfigure their internal processes and resources in response to environmental changes, thereby sustaining competitiveness and long-term performance (Eisenhardt & Martin, 2000; Teece, 2018). This perspective underscores the importance of higher-order organisational capacities that allow firms to learn, innovate, and respond proactively to environmental uncertainties, rather than relying solely on static resources or past competencies.

In relation to this study, DCT is particularly relevant because it provides a theoretical lens for understanding how knowledge management capabilities enable SMEs to sustain performance in dynamic environments. By conceptualizing these capabilities as dynamic, the theory explains how SMEs can systematically create, share, and apply knowledge to adapt to market changes, preserve critical organisational knowledge, and enhance long-term sustainability. Thus, DCT justifies examining knowledge management capabilities as drivers of organisational resilience, adaptability, and enduring competitiveness.

Empirical Review

Early empirical evidence on knowledge-related organisational factors was provided by Gold et al. (2001), who investigated the connection between organizational effectiveness and knowledge management architecture. The study used structural equation modeling to analyze responses assessed on Likert-scale instruments using survey data gathered from a sample of senior managers in many US sectors. The findings revealed that organisational structures, cultural values, and technological support jointly influenced knowledge processes and organisational performance. The study empirically established that organisations with supportive internal arrangements were more effective in sustaining performance through improved knowledge utilisation.

Building on this line of inquiry, Lee and Choi (2003) conducted an empirical study among 58 Korean firms across manufacturing and service sectors to investigate the determinants of knowledge creation. A systematic questionnaire was used to gather the data, and multiple regression analysis was used for analysis. The results showed that organisational structure, collaborative culture, and information technology significantly influenced knowledge creation processes, which in turn affected organisational outcomes. The study provided empirical support for the argument that internal organisational conditions shape how knowledge is generated and applied over time.

In a developing-economy context, Zheng et al. (2010) investigated the indirect effects of company culture, structure, and technology on organisational success through knowledge management. The study utilised data from 301 employees drawn from Chinese organisations, analysed using structural equation modelling (SEM). Findings indicated that organisational culture and structure had significant positive effects on knowledge management practices, which subsequently influenced organisational effectiveness. The study highlighted that sustainability-related outcomes are strengthened when knowledge is institutionalised rather than remaining individual dependent.

More recently, empirical evidence from the Nigerian context reinforces these relationships.

Akinwale and George (2019) examined the link between employee competencies and long-term organisational viability in the banking sector in Rivers State. A sample was drawn from 420 permanent employees, out of which 201 respondents were selected using the Krejcie and Morgan (1970) sampling determination table. The results showed that personnel abilities and the long-term sustainability in the banking sector were strongly positively correlated. The study emphasised the importance of developing communication, adaptability, social relations, empathy, and technical skills to enhance organisational sustainability, underscoring the role of internal capabilities in sustaining organisational outcomes.

Methodology

The study adopted a cross-sectional survey design. The population comprised top management staff of SMEs in Yenagoa listed in the SMEDAN Schedule (2026), who have been in business for at least ten (10) years and employ at least fifteen (15) employees. Only top management staff, such as owners, directors, and managers, were considered as respondents, given their central role in organisational decision making and knowledge management capability development. The total population consisted of seventy-four (74) top management personnel across thirty (30) SMEs that met the inclusion criteria. Data was gathered

using a closed-ended questionnaire labeled and scored on a Likert scale (1–5). With the use of SPSS, the acquired data was descriptively analyzed using inferential statistics (Spearman Rank Correlational Coefficient).

Result and Discussion

Correlation Outcome between Structural Capability and Organisational Sustainability.

Correlation

			Structural Capability	Organisational Sustainability
Spearman's rho	Structural Capability	Correlation Coefficient	1.000	.572**
		Sig. (2-tailed)	.	.000
		N	74	74
	Organisational Sustainability	Correlation Coefficient	.572**	1.000
		Sig. (2-tailed)	.000	.
		N	74	74

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

Source: Survey Data, 2026.

The correlation coefficient of r = 0.572 indicates a strong positive and statistically significant relationship between structural capability and organisational sustainability. The significance level of p = 0.000 is less than 0.01 ($p \leq 0.01$), allowing us to reject the null hypothesis that there is no relationship between the variables. This result suggests that improvements in structural capability is associated with enhanced organisational sustainability outcomes.

Correlation Outcome between Cultural Capabilities and Organisational Sustainability.

Correlation

			Cultural Capabilities	Organisational Sustainability
Spearman's rho	Cultural Capability	Correlation Coefficient	1.000	.610**
		Sig. (2-tailed)	.	.000
		N	74	74
	Organisational Sustainability	Correlation Coefficient	.610**	1.000
		Sig. (2-tailed)	.000	.
		N	74	74

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

Source: Survey Data, 2026.

The correlation coefficient of r = 0.610 indicates a strong positive and statistically significant relationship between cultural capability and organisational sustainability. The significance level of p = 0.000 is less than 0.01 ($p \leq 0.01$), allowing rejection

of the null hypothesis that no relationship exists. This suggests that a strong organisational culture contributes positively to organisational sustainability.

Correlation Outcome of Technological Capability and Organisational Sustainability.

Correlation

			Technological Capability	Organisational Sustainability
Spearman's rho	Technological Capability	Correlation Coefficient	1.000	.558**
		Sig. (2-tailed)	.	.000
		N	74	74
	Organisational Sustainability	Correlation Coefficient	.558**	1.000
		Sig. (2-tailed)	.000	.
		N	74	74

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

Source: Survey Data, 2026.

The correlation coefficient of r = 0.558 indicates a moderate positive and statistically significant relationship between technological capability and organisational sustainability. The significance level of p = 0.000 is less than 0.01 ($p \leq 0.01$), allowing rejection of the null hypothesis that no relationship exists. This finding suggests that the availability and effective use of information and communication technologies, positively influence organisational sustainability.

Discussion of Findings

Structural Capability and Organisational Sustainability

The findings revealed a strong positive and statistically significant relationship ($r = 0.572$, $p \leq 0.01$) between structural capability and organisational sustainability. This implies that well-defined organisational structures, clear roles, and effective coordination mechanisms significantly enhance the sustainability of SMEs. This finding aligns with previous studies. For example, Smith and Johnson (2021) found that organisational structural arrangements significantly influence adaptability and long-term performance in firms, highlighting that clear organisational structures enable more efficient knowledge utilisation and strategic decision making. Similarly, Donate and de Pablo (2015) emphasise that structural mechanisms form the backbone of knowledge management capabilities, supporting sustainable organisational practices.

Cultural Capability and Organisational Sustainability

The study also found a strong positive and statistically significant relationship ($r = 0.610$, $p \leq 0.01$) between cultural capability and organisational sustainability. This indicates that organisational cultures characterised by trust, collaboration, and knowledge sharing positively influence sustainability outcomes. The finding reinforces existing literature that emphasises the role of shared values and norms in promoting organisational learning and adaptability. For instance, Donate and de Pablo (2015) note that cultural capability is central to knowledge management success because it facilitates knowledge sharing and collective learning. Similarly, Santoro et al. (2021) found that firms with strong cultural enablers for knowledge use are better able to adapt, innovate, and sustain operations over time. In the context of SMEs, where informal practices dominate, cultivating a culture that values knowledge can significantly enhance long-term organisational viability.

Technological Capability and Organisational Sustainability

Furthermore, a moderate positive and statistically significant relationship ($r = 0.558$, $p \leq 0.01$) was found between technological capability and organisational sustainability. This suggests that effective deployment of information and communication technologies enhances knowledge storage, retrieval, and application, thereby improving organisational sustainability. These results align with prior research. Ferraris et al. (2019) highlight that technological capabilities support knowledge management processes by enabling efficient access to organisational knowledge and supporting informed decision making. In SMEs, where resources are limited, investment in appropriate technology can improve operational efficiency,

learning, and strategic responsiveness, all of which contribute to long-term sustainability.

Conclusion

The study was carried out to examine the relationship between knowledge management capabilities and organisational sustainability of SMEs in Yenagoa, Bayelsa State. The collected and analyzed data demonstrated a significant positive relationship between all dimensions of knowledge management capabilities (structural, cultural, and technological) and organisational sustainability. The study concludes that strengthening knowledge-supportive structures, fostering a collaborative organisational culture, and investing in appropriate technological systems are critical for sustaining SME performance and overall long-term survival.

Recommendations

1. To strengthen long-term organisational sustainability, the management of SMEs in Yenagoa should prioritise the development and refinement of organisational structures and processes that support knowledge management. Well-defined roles, clear reporting lines, and systematic coordination mechanisms will enable top management to effectively mobilise and apply knowledge across the enterprise.
2. Since a collaborative and learning-oriented culture enhances adaptability and resilience, SME management should actively foster a knowledge-sharing environment among top management staff and employees. Encouraging trust, open communication, and collective problem-solving will improve decision-making and ensure that valuable organisational knowledge is effectively utilised to maintain sustainability.
3. To remain competitive and responsive to environmental changes, SMEs' management should invest in and maintain technological tools and systems that facilitate knowledge storage, retrieval, and dissemination. Leveraging technology for knowledge management ensures that critical organisational information is preserved, easily accessible, and applied efficiently to support strategic decision-making and long-term sustainability.

References

1. Adebayo, A., & Okonkwo, E. (2022). Human capital and small business sustainability in developing economies. *Journal of Small Business and Entrepreneurship*, 34(2), 115–130. https://doi.org/10.1080/08276331.2022.2045678
2. Akinwale, Y., & George, K. (2019). Employee competencies and long-term organisational viability: Evidence from Nigerian banking sector. *Nigerian Journal of Management Studies*, 14(1), 45–62.
3. Alavi, M., & Leidner, D. E. (2001). Knowledge management and knowledge management systems: Conceptual foundations and research issues. *MIS Quarterly*, 25(1), 107–136. https://doi.org/10.2307/3250961
4. Bansal, P. (2005). Evolving sustainably: A longitudinal study of corporate sustainable development. *Strategic Management Journal*, 26(3), 197–218. https://doi.org/10.1002/smj.441
5. Bansal, P., & DesJardine, M. R. (2014). Business sustainability: It is about time. *Strategic Organization*, 12(1), 70–78. https://doi.org/10.1177/1476127013520265
6. De Long, D. W., & Fahey, L. (2000). Diagnosing cultural barriers to knowledge management. *Academy of Management Executive*, 14(4), 113–127. https://doi.org/10.5465/ame.2000.3979820
7. Donate, M. J., & de Pablo, J. D. S. (2015). The role of knowledge-oriented leadership in knowledge management practices and innovation. *Journal of Business Research*, 68(2), 360–370. https://doi.org/10.1016/j.jbusres.2014.06.022
8. Elkington, J. (2018). *Green swans: The coming boom in regenerative capitalism*. Fast Company Press.
9. Eneh, O. (2021). SMEs and economic development in Nigeria: Challenges and prospects. *International Journal of Development Studies*, 10(2), 1–15.
10. Eisenhardt, K. M., & Martin, J. A. (2000). Dynamic capabilities: What are they? *Strategic Management Journal*, 21(10–11), 1105–1121. https://doi.org/10.1002/1097-0266(200010/11)21:10/11<1105::AID-SMJ133>3.0.CO;2-E
11. Ferraris, A., Santoro, G., Dezi, L., Papa, A., & Schiavone, F. (2019). Knowledge management capabilities and firm performance: The mediating role of innovation. *Journal of Knowledge Management*, 23(3), 431–452. https://doi.org/10.1108/JKM-10-2018-0630
12. Gold, A. H., Malhotra, A., & Segars, A. H. (2001). Knowledge management: An organizational capabilities perspective. *Journal of Management*

Information Systems, 18(1), 185–214. https://doi.org/10.1080/07421222.2001.11045669

13. Grant, R. M. (1996). Prospering in dynamically-competitive environments: Organizational capability as knowledge integration. *Organization Science*, 7(4), 375–387. https://doi.org/10.1287/orsc.7.4.375

14. Hahn, T., Figge, F., Pinkse, J., & Preuss, L. (2018). Tensions in corporate sustainability: Towards an integrative framework. *Journal of Business Ethics*, 148(2), 235–248. https://doi.org/10.1007/s10551-015-2962-5

15. Kogut, B., & Zander, U. (1992). Knowledge of the firm, combinative capabilities, and the replication of technology. *Organization Science, 3*(3), 383–397.

16. Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and Psychological Measurement, 30*(3), 607–610. https://doi.org/10.1177/001316447003000308

17. Lee, H., & Choi, B. (2003). Knowledge management enablers, processes, and organizational performance: An integrative view and empirical examination. *Journal of Management Information Systems*, 20(1), 179–228. https://doi.org/10.1080/07421222.2003.11045756

18. Lozano, R. (2020). Sustainability interconnections in organizations: A systematic review. *Sustainability*, 12(12), 1–20. https://doi.org/10.3390/su12124901

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

20. OECD. (2021). *SMEs and entrepreneurship outlook 2021*. OECD Publishing. https://doi.org/10.1787/34907e9c-en

21. Prahalad, C. K., & Hamel, G. (1990). The core competence of the corporation. *Harvard Business Review*, 68(3), 79–91.

22. Porter, M. E., & Kramer, M. R. (2011). Creating shared value: How to reinvent capitalism—and unleash a wave of innovation and growth. *Harvard Business Review*, *89*(1/2), 62–77.

23. Raut, R. K., Sahu, S., & Gardas, B. B. (2021). Knowledge management and sustainability performance: A systematic review and future research agenda. *Journal of Knowledge Management*, 25(7), 1661–1691. https://doi.org/10.1108/JKM-02-2021-0097

24. Santoro, G., Bresciani, S., Papa, A., & Schiuma, G. (2021). Knowledge management capabilities and firm sustainability: Evidence from high-tech SMEs. *Journal of Knowledge Management*, 25(10), 2607–2628. https://doi.org/10.1108/JKM-12-2020-0902

25. SMEDAN. (2021). *Definition of small and medium enterprises in Nigeria*. Small and Medium Enterprises Development Agency of Nigeria. https://www.smedan.gov.ng

26. Teece, D. J., Pisano, G., & Shuen, A. (1997). Dynamic capabilities and strategic management. *Strategic Management Journal*, 18(7), 509–533. https://doi.org/10.1002/(SICI)1097-0266(199708)18:7<509::AID-SMJ882>3.0.CO;2-Z

27. Teece, D. J. (2018). Business models and dynamic capabilities. *Long Range Planning*, 51(1), 40–49. https://doi.org/10.1016/j.lrp.2017.06.007

28. Zheng, W., Yang, B., & McLean, G. N. (2010). Linking organizational culture, structure, strategy, and organizational effectiveness: Mediating role of knowledge management. *Journal of Business Research*, 63(7), 763–771. https://doi.org/10.1016/j.jbusres.2009.06.005