

Research Article

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Organizational Integration, Knowledge Management, and Sustainable Entrepreneurship for SMEs in Developing Economies

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Abstract: This study underscores the indispensable role of knowledge management (KM) in promoting sustainable entrepreneurship (SE) among small and medium-sized enterprises (SMEs) in developing economies. SMEs, being the backbone of various facets of society, including employment rates, gross domestic product growth, innovation, social cohesion, economic development, growth, and public policies, should be considered. SE is a pressing issue for low- and high-income countries and developed and developing economies. The study utilized a self-administered questionnaire to gather data from 490 SMEs operating in different commercial regions and industries, providing a large-scale empirical study that fills gaps in the existing literature. The study highlights the significance of KM processes in facilitating organizational integration (OI) activities, which positively influence the SE practices of these SMEs. The research offers practical recommendations for SMEs to foster SE through effective KM practices and OI strategies. Moreover, the study provides valuable insights for future research in this area. The findings of this study have substantial implications for policymakers, practitioners, and researchers seeking to enhance the entrepreneurial landscape in developing economies.

Keywords: organizational integration (internal and external), knowledge management, sustainable entrepreneurship, small and medium-sized enterprises, developing economies

1 Introduction

Small and medium-sized enterprises (SMEs) are vital to the economies of most countries, particularly emerging markets. They are significant contributors to employment, poverty reduction, export growth, foreign direct investment, and the creation of policies that support entrepreneurship and business ownership (Al-Haddad et al., 2019). In Nigeria, SMEs account for 50% of the national GDP, 96% of businesses, and 84% of employment (Umar et al., 2020). SME development is a global priority, as the World Bank estimates that by 2030, nearly 600 million jobs will be needed to accommodate the growing global workforce (Umar et al., 2020). These projections underscore the importance of providing research and resources to ensure SMEs' growth, development, and sustainability in emerging economies. The significance of SMEs to economies has led to extensive research on leadership, management, operations, and development in SMEs (Gavurova et al., 2020; Madanchian & Taherdoost, 2017; Vuhuong & Edwards, 2022).

SMEs play a significant role in economic growth in Nigeria and other emerging economies. However, their survival is becoming a growing concern, and their success depends on effective management, environmentally friendly strategies, and supportive regulations and policies (Abayomi & Bakare, 2019). The theory of dynamic capabilities highlights the importance of SMEs integrating their resources to gain a competitive edge (Baskerville & Dulipovici, 2006). This study looks at the connection between organizational integration (OI) and sustainable entrepreneurship (SE) for SMEs and how knowledge management (KM) influences these variables. OI is critical because it helps SMEs use KM processes to create and acquire knowledge from internal and external sources. This knowledge is then integrated into their operations and systems for better performance (Bratianu, 2013). KM is crucial in coordinating and managing organizational and individual knowledge in both existing and new competitive environments. This is essential for improving innovations that help SMEs achieve better performance

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Knowledge Management And Organizational Entrepreneurship

Martín-de Castro, Gregorio, González-Masip, Jaime



Knowledge Management And Organizational Entrepreneurship:

Handbook of Research on Knowledge Management for Contemporary Business Environments Malheiro, Armando, Ribeiro, Fernanda, Leal Jamil, George, Rascao, Jose Pocas, Mealha, Oscar, 2018-05-25 Information is considered essential in every business model which is why staying abreast of the latest resources can help combat many challenges and aid businesses in creating a synthesis between people and information keeping up with evolving technologies and keeping data accurate and secure The Handbook of Research on Knowledge Management for Contemporary Business Environments is a critical scholarly publication that examines the management of knowledge resources in modern business contexts Including a wide range of topics such as information systems sustainable competitive advantage and knowledge sharing this publication is a vital reference source for managers academicians researchers and students seeking current research on strategies that are able to manage the information in more than one context for present and future generations

Knowledge Management, Innovation, and Entrepreneurship in a Changing World Jennex, Murray Eugene, 2020-03-27 In today's world of business gaining an advantage of competitors is a focal point for organizations and a driving force in the economy New practices are being studied and implemented constantly by rivaling companies Many industries have begun putting emphasis on intensive knowledge practices with the belief that implementing cutting edge learning practices will fuel research and innovation within the company Understanding this dynamic method of management is critical for managers and executives who wish to propel the success of their organizations Knowledge Management Innovation and Entrepreneurship in a Changing World is a collection of pioneering research on the methods of gaining organizational advantages based on knowledge innovation and management While highlighting topics including human robot teaming organizational learning and e collaboration this book will explore the sustainable links between knowledge management influences and organizational capability This book is ideally designed for managers strategists economists policymakers entrepreneurs business professionals researchers students and academics seeking research on recent trends in innovative economics and business technologies *Knowledge Management and Business Model Innovation* Yogesh Malhotra, 2001-01-01 We are living in interesting times characterized by increasing digitalization of business enterprises in a global interconnected knowledge economy With waning euphoria about the first wave of digital e business enterprises and a sobering dot com stock market business model innovation is being recognized as the key enabler that can unleash value creation for new digital enterprises In contrast to traditional factors of production knowledge assets and intellectual capital are expected to play a dominant role in determining both valuation and value creation capabilities of most new age enterprises Not surprisingly Knowledge Management for Business Model Innovation is anticipated to be the mantra for survival competence and success of Net enterprises as well as traditional brick and mortar enterprises faced with the challenge of transforming their business models into and beyond click and mortar companies **Knowledge Management**

and Innovation Pierre Barbaroux, Amel Attour, Erik Schenk, 2016-07-14 This book explores the relationships between knowledge management KM processes and innovation management The geographical extension of markets and intensification of competition have led firms to experiment with novel approaches to innovation New organizational forms emerged in which firms collaborate with various stakeholders to create absorb integrate and protect knowledge This book explores how knowledge management processes evolve with firms implementation of interactive collaborative and open innovation models and it identifies the various knowledge types and processes involved throughout the different phases of the innovation process The authors provide operational typologies for understanding innovative firms capabilities and knowledge management practices and also discuss the main properties of four models of interactive innovation namely open innovation user centric innovation community based innovation and crowdsourcing Introduction to Knowledge Management Todd R. Groff, Thomas P. Jones, 2003 Effective knowledge management and collaborative learning offers companies success in today s high tech networked market This book introduces readers to a wide range of knowledge management KM tools techniques and terminology for enhancing innovation communication and dedication *The New Edge in Knowledge* Carla O'Dell, Cindy Hubert, 2011-03-01 The best thinking and actions in the fast moving arena of collaboration and knowledge management The New Edge in Knowledge captures the most practical and innovative practices to ensure organizations have the knowledge they need in the future and more importantly the ability to connect the dots and use knowledge to succeed today Build or retrofit your organization for new ways of working and collaboration by using knowledge management Adapt to today s most popular ways to collaborate such as social networking Overcome organization silos knowledge hoarding and not invented here resistance Take advantage of emerging technologies and mobile devices to build networks and share knowledge Identify what can be learned from Facebook Twitter Google and Amazon to make firms and people smarter stronger and faster Straightforward and easy to follow this is the resource you ll turn to again and again to get and stay in the know Plus the book is filled with real world examples the case studies and snapshots of how best practice companies are achieving success with knowledge management *Knowledge Management* Ikujiro Nonaka, 2005 *Principles of Knowledge Management* Eliezer Geisler, Nilmini Wickramasinghe, 2015-03-26 This text provides a comprehensive introduction to the new field of knowledge management It approaches the subject from a management rather than a highly technical point of view and provides students with a state of the art survey of KM and its implementation in diverse organizations The text covers the nature of knowledge tacit and explicit the origins and units of organizational knowledge and the evolution of knowledge management in contemporary society It explores the implementation and utilization of knowledge management systems and how to measure their impact outputs and benefits The book includes a variety of original case studies that illustrate specific situations in which the absence or existence of knowledge management systems has been crucial to the organization s actions Charts and figures throughout help clarify more complex phenomena

and classifications and each chapter includes review questions and a comprehensive index *Knowledge Management, Organizational Intelligence And Learning, And Complexity - Volume III* L. Douglas Kiel, 2009-08-25 Knowledge Management Organizational Intelligence and Learning and Complexity is the component of Encyclopedia of Technology Information and Systems Management Resources in the global Encyclopedia of Life Support Systems EOLSS which is an integrated compendium of twenty one Encyclopedias The Theme on Knowledge Management Organizational Intelligence and Learning and Complexity in the Encyclopedia of Technology Information and Systems Management Resources provides the latest scientific insights into the evolution of complexity in both the natural and social realms Emerging perspectives from the fields of knowledge management computer based simulation and the organizational sciences are presented as tools for understanding and supporting this evolving complexity and the earth s life support systems These three volumes are aimed at the following a wide spectrum of audiences from the merely curious to those seeking in depth knowledge University and College students Educators Professional practitioners Research personnel and Policy analysts managers and decision makers and NGOs **Knowledge Management** Klaus North, Gita Kumta, 2018-04-03 This textbook on knowledge management draws on the authors more than twenty years of research teaching and consulting experience The first edition of this book brought together European Asian and American perspectives on knowledge based value creation this second edition features substantial updates to all chapters reflecting the implications of the digital transformation on knowledge work and knowledge management It also addresses three new topics the impact of knowledge management practices on performance knowledge management in the public sector and an introduction to ISO 9001 2015 as an implementation framework The book is intended not only for academic education but also as an essential guide for managers consultants trainers coaches and all those engaged in business public administration or non profit work who are interested in learning about organizations in a knowledge economy Given its wealth of case studies examples questions exercises and easy to use knowledge management tools it offers a true compendium for learning about and implementing knowledge management initiatives

Knowledge Management and Competitive Advantage: Issues and Potential Solutions Chilton, Michael A., 2013-10-31 This book examines current research in support of knowledge management by focusing on how knowledge resources can be used to create and sustain competitive advantages combining imitation and innovation theories Provided by publisher *Global Practices in Knowledge Management for Societal and Organizational Development* Baporikar, Neeta, 2017-11-03 As entrepreneurs seek to gain an advantage against their competitors understanding how to share information throughout their organization will be vital in their success Accordingly it is critical for researchers managers and consultants to strengthen their own systems to facilitate knowledge management and implement strategies that will launch them into the future Global Practices in Knowledge Management for Societal and Organizational Development is an integral reference volume featuring leading academic research on the management and creation of knowledge and organizational development theories and

models Including coverage on a variety of related perspectives and subjects such as infrastructure and services for knowledge organizations ethics and the impact on knowledge management and the future of knowledge workers this book is an ideal reference source for organizational development specialists consultants policy makers researchers and graduate business students looking for advanced research on cultural aspects of knowledge management and creativity innovation and technology in learning communities *23rd European Conference on Knowledge Management Vol 2* Piera

Centobelli,Roberto Cerchione,2022-09-01

Knowledge Management and Business Strategies: Theoretical Frameworks and Empirical Research

Abou-Zeid, El-Sayed,2007-11-30 The growing awareness of the crucial role that knowledge can play in gaining competitive advantage has lead businesses to confront how to build competitive business strategy around a firm s intellectual resources and capabilities and how to define and guide the processes and infrastructure for managing organizational knowledge Knowledge Management and Business Strategies Theoretical Frameworks and Empirical Research provides researchers and practitioners fundamental business and management knowledge by exploring relevant theoretical frameworks and the latest empirical research findings in the area of knowledge and knowledge management strategies and their formulation and alignment with organizations competitive business strategies

Knowledge Management, Organizational Memory and Transfer Behavior: Global Approaches and Advancements Jennex, Murray E.,2008-12-31 This book captures an in depth knowledge base on the most current and useful concepts applications and processes relevant to the successful management of knowledge assets Provided by publisher **Knowledge**

Management for Corporate Social Responsibility Martín-de Castro, Gregorio,González-Masip, Jaime,2020-09-04 In a changing and complex environment currently facing the main challenges of sustainable development effective management of knowledge intellectual assets organizational learning and talent management are the basis for social innovation and new ways of competition In this sense management and business practice are incorporating social and environmental demands made by all types of stakeholders to improve business decisions and strategies Knowledge Management for Corporate Social Responsibility provides research exploring the theoretical and practical aspects of linking firm profitability social development and natural environment in respect to business management practices Featuring coverage on a broad range of topics such as employer branding intellectual capital and organizational performance this book is ideally designed for business professionals small business owners entrepreneurs academicians researchers and business students

ICICKM2015-12th International Conference on Intellectual Capital Knowledge Management & Organisational Learning Vincent Ribi re and Lugkana Worasinchai,2015-10-20 **Knowledge Management and Organizational Learning**

William R. King,2009-07-30 Knowledge management KM is a set of relatively new organizational activities that are aimed at improving knowledge knowledge related practices organizational behaviors and decisions and organizational performance KM focuses on knowledge processes knowledge creation acquisition refinement storage transfer sharing and utilization

These processes support organizational processes involving innovation individual learning collective learning and collaborative decision making The intermediate outcomes of KM are improved organizational behaviors decisions products services processes and relationships that enable the organization to improve its overall performance Knowledge Management and Organizational Learning presents some 20 papers organized into five sections covering basic concepts of knowledge management knowledge management issues knowledge management applications measurement and evaluation of knowledge management and organizational learning and organizational learning Knowledge Governance And Learning For Organizational Creativity And Transformation Patricia De Sa Freire, Suliman Hawamdeh, Gertrudes Aparecida Dandolini, 2021-08-24 Today Learning Organizations are shaped by collective knowledge and the existence of teams and groups of people that are continuously developing their capacity and ability to create results Knowledge based organizations understand the importance of continually learning at all levels and facilitate learning for their members through empowering people encouraging collaboration and promoting open dialogue Organizational management issues have become strategic and fundamental in the collection and sharing of data and information and are recognized as challenging to both public and private organizations around the world This has created the need to knowledge governance mechanisms to support Knowledge Management practices in organizations For this governance the mechanisms and procedures that encompass Knowledge Management advancing beyond the traditional Corporate Governance CorpGov model have been consolidated into a new governance model described as Knowledge Governance KGov Such model considers the processes of the knowledge related to the use creation retention integration and sharing In order to implement governance it is essential to develop competencies and establish corporate policies and structures focusing on respect for common interests and collective goals In this context mechanisms must be created for the creation sharing storage and transfer of knowledge making changes happen in synergy and adding value to the organization as a whole The book covers the newly emerging area of knowledge governance and Learning Organizations and expands our understanding of Learning Organizations and their ability to acquire create and share knowledge while continually examining organizational behavioral issues affecting their productivity *Knowledge Management and Organizational Competence* Ron Sanchez, 2001 Two themes have become epicenters of new management thinking in the late 1990s knowledge management and competence based approaches to strategic management These two themes share a common interest in identifying important forms of organizational knowledge and in understanding processes through which knowledge can be transformed into organizational capabilities and competences Knowledge Management and Organisational Competence draws on the latest research by a number of noted management scholars It presents new insights into various kinds of knowledge that are of value to organizations organizational interactions that can create strategically useful knowledge alternative processes for managing knowledge and approaches to integrating key forms of knowledge into organizational processes of competence building and leveraging The

papers in the volume collectively define a powerful conceptual framework for understanding organizational knowledge and its central role in building and leveraging competences They present well articulated logically consistent conceptualizations that will provide new theoretical impetus for management researchers while at the same time providing case studies and examples of practical applications that suggest useful new methods and tools for management practitioners

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a group of 30 professional calligraphers were asked to define calligraphy as a profession and this is the net result calligraphy is the art of forming beautiful symbols by hand and arranging them well it s a set of skills and techniques for positioning and inscribing words so they show integrity harmony some sort of ancestry rhythm

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