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ORGANIZATIONAL CULTURE AND KNOWLEDGE MANAGEMENT AS PREDICTORS OF ORGANIZATIONAL SUSTAINABILITY AMONG MULTIPURPOSE COOPERATIVES

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Abstract : This study examined how internal organizational factors, particularly organizational culture and knowledge management, contribute to the sustainability of multipurpose cooperatives. It aimed to determine the levels of these variables and assess their relationships and influence on organizational sustainability, addressing the gap in how internal factors affect sustainability in this sector. A non-experimental quantitative design using a descriptive-correlational approach was employed, with data collected from employees of multipurpose cooperatives in District 1, Davao de Oro through a structured survey and stratified random sampling. The findings revealed that organizational culture, knowledge management, and sustainability were all rated highly, with results showing a strong and significant relationship among the variables. Regression analysis further indicated that specific domains of organizational culture and knowledge management significantly predict organizational sustainability. These results suggest that strengthening organizational culture and enhancing knowledge management practices can support long-term sustainability, aligning with the principles of Triple Bottom Line Theory and Resource-Based View Theory

Organizational Culture, Knowledge Management, Organizational Sustainability, Multipurpose Cooperatives, Monkayo, Davao de Oro, SDG no. 8 Decent work and economic growth, SDG no. 9 Industry, Innovation and Infrastructure.

I. INTRODUCTION

Organizational Sustainability is one of the measurable factors in economic growth. It often focuses on environmental, social, and economic factors. Rahman (2022, p.29) explores the definitions and concepts of organizational Sustainability, highlighting the need for organizations to self-regulate and adapt to change. In today's world, shaped by climate change, limited resources, and rising expectations of social responsibility, it has become a critical strategic focus for businesses across all sectors. Moreover, it represents a holistic approach ensuring long-term success for an organization while minimizing negative environmental and social impact (Eccles et al., 2020, p. 111). On the economic forum last 2021, companies that embed Sustainability into their operations demonstrate high resilience, better risk management, and greater stakeholder trust. Additionally, Ma et al. (2023, p.14) stated that the environmental, social, and economic practices significantly contribute to corporate growth and innovation, thereby enhancing competitiveness.

Organizational Sustainability is increasingly recognized as a vital component of long-term business success. It ensures that companies operate in ways that are environmentally responsible, socially inclusive, and economically viable. In the face of global environmental degradation and rising social expectations, Sustainability is no longer optional but essential for resilience and growth (Eccles, Klimenko & Holt, 2020). The definition and framework of organizational Sustainability continue to evolve, encompassing various types of organizations, including civil society, companies, and public-sector organizations. While companies have received the most attention in sustainability research, there is increasing focus on educational institutions and other organizations (Lozano 2018, p.15). Above all, during the World Economic Forum in 2021, sustainable organizations are better positioned to manage risks, attract talent, reduce costs, and meet regulatory demands.

The variables organizational culture and organizational Sustainability have a significant relationship in the hotel industry, according to Shodiende et al. (2022, p. 67). The paper review by Al Mansoob et al. (2023, p. 50) highlighted the relationship between OC and OS. This was the same view as Srisathan et al. (2020, p. 20): OC influencing the OS of Thai and Chinese SMEs. Meanwhile, the recent studies of Demir et al. (2023, p.1) emphasized that effective knowledge management practices, such as knowledge creation, storage, and dissemination, have significantly contributed to organizational Sustainability by improving

resource efficiency, fostering innovation, and aligning organizational goals with environmental and social responsibilities. Additionally, Kavalić et al. (2021, p.1-2) stated that financial performance was found to be a reliable indicator of knowledge management success. KM enhances an organization's ability to adapt to external pressures, such as climate change and market volatility, through continuous Learning and strategic foresight. Through the integration of KM with sustainability initiatives, organizations not only strengthen their competitive advantage but also ensure their long-term viability in a dynamic and responsible manner.

The first independent variable is organizational culture (OC), which has seven indicators, namely Shares Values, Organizational Structure, Communication, Leadership, Teamwork, and Adaptability (Almerri 2023, p.291). Shared Values are basic beliefs that help employees know how to act at work. It shows what is important to the organizations and helps everyone work towards the same goals. Organizational Structure refers to how a company sets up and operates. Having a good, clear hierarchy with job descriptions helps communicate and work well together. Communication refers to how people share information, ideas, and feedback. Leadership means the leadership style or skill of a decision-maker to achieve the company's goals. Teamwork pertains to employees working well together and reaching shared goals more easily. And Adaptability relates to flexible organizations that can quickly respond to problems and opportunities and handle change well.

The second independent variable is knowledge management (KM); the following are its six indicators. The first indicator is Knowledge creation/Acquisition and knowledge exploration refers to the process of learning through the generation, collection, and investigation of new knowledge from various sources such as people, academic literature websites, and other media; Exploitation of existing knowledge involves the practical use of already available knowledge to improve task performance and achieve organizational benefits; Decision making and decision alignment pertains to analyzing the pros and cons of different options and selecting the most effective course of action to accomplish specific organizational goals; Individual and organizational Learning covers both formal education and experiential Learning, including skill development and company-provided training. Organizational Learning is dependent on individual Learning, as it is only through the development of individuals that the organization can learn and grow. Intra-organizational activities refer to internal collaboration across departments. Teams and individuals, such as cross-functional Teamwork and internal knowledge sharing. Lastly, business Links represent the organization's external, commercially focused relationships with its stakeholders, which support business development and strategic alignment.

The dependent variable is organizational Sustainability with six factors (Balasubramanian & Balaji, 2021, p. 246). The first factor is Financial Sustainability, which focuses on the financial health of the company, the consistent revenue streams, resilience to market fluctuations, the scope of making a profit, and the intention to reinvest in the organization for its growth. The second factor is Governance sustainability, which refers to the organization's encouragement towards creativity and innovation, supporting the opinions of employees, alignment of the organization with its vision, and optimal investment of resources in the right policies. The third factor is Environmental management sustainability, which refers to the air quality assurance given by the organization, implementing a water recycling system, usage of optimal transport to keep clean air, an adequate ventilation system, and thoughtfulness of the organization about sustainable development. The fourth factor is pollution control measures, which are defined as the thoughtfulness of the organization in appropriate solid waste management, an electronic waste management system, and the intention of not polluting nature, a recycling system for various waste generated within the organization. The fifth factor is employee-related Sustainability, which refers to gender equality within the organization, job security, training and development, training for safety and precautionary measures, and appropriate work-life balance. Lastly, public-related Sustainability is the intention of the organization in protecting human rights, supporting public safety and security, supporting local culture, and supporting the local economy.

Despite growing interest in organizational Sustainability, much of the existing research focuses on external factors, such as regulatory pressures, technological innovations, and market conditions, as key drivers. Although research increasingly explores the intersection between organizational culture and knowledge management towards organizational Sustainability, significant gaps remain, especially when applied to multipurpose cooperatives. The area for further study in relation to organizational culture and organizational Sustainability is the alignment of cooperative values with the triple bottom line (economic, environmental, and social Sustainability). Meanwhile, Chen Y & Flanagan, R (2023, p. 6129) specified that most KM-sustainability models are corporate-centric and may not translate well to the cooperative context, as they often overlook participatory governance, shared ownership, and social missions that are core to cooperatives. While cooperatives are often mission-driven and socially responsible by nature, it remains unclear how structured KM practices can enhance or institutionalize these values over time, particularly in supporting long-term Sustainability. By that, Abdullah et al. (2024, p. 179) recommended that future researchers could be directed toward the cooperative sectors.

The main objectives of this study are to explore the organizational Sustainability of the Multipurpose Cooperatives in Davao de Oro. This research determined the level of Organizational Culture in terms of shared values, organizational Structure, Communication, Leadership, Teamwork, and Adaptability. In addition, this study assessed the level of knowledge management in terms of Knowledge creation/Acquisition and knowledge exploration/exploitation; decision-making and decision alignment; individual and organizational Learning; intra-organizational activities; and Business Links. This research determined the level of organizational Sustainability in terms of Financial Sustainability, Governance Sustainability, Environmental Management Sustainability, Pollution Control Measures, Employee-Related Sustainability, and Public-Related Sustainability. Furthermore, it aims to determine if there is a significant relationship between organizational culture and organizational Sustainability, as well as the knowledge management and organizational Sustainability. Lastly, it aims to identify which domain of organizational culture and knowledge management influences organizational Sustainability.

In this study, the researcher tested the following hypotheses: there is no significant relationship between organizational culture and organizational Sustainability. The second hypothesis asserts that there is no significant relationship between knowledge management and organizational Sustainability. The third hypothesis is that no domain of organizational culture influences

organizational Sustainability. The fourth hypothesis is that no domain of knowledge management influences organizational Sustainability.

In terms of the study's significance, this research would contribute to the existing body of knowledge in the field of business, globally and locally, on organizational culture, knowledge management, and organizational Sustainability. The result of this study directly benefit different institutions and individuals. Multipurpose cooperatives in District I Davao de Oro comprise 5 municipalities: Monkayo, Montevista, Compostela, New Bataan, and Maragusan. Furthermore, the study can serve as a basis for formulating strategies for organizational culture and knowledge management that can influence organizational Sustainability. Lastly, for future researchers interested in conducting a study in the same field with a different scope. This research could serve as a reference for their studies.

II. RESEARCH METHODOLOGY

This section presents the research design, participants, data collection procedures, and statistical tools used in the study. It outlines how the data were gathered and analyzed to examine the relationship between organizational culture, knowledge management, and organizational sustainability among multipurpose cooperatives. The methods employed were carefully selected to ensure the validity and reliability of the findings and to address the objectives of the study.

3.1Population and Sample

This study focused on multipurpose cooperative employees across different departments and levels who have been employed for at least 6 months. These multipurpose cooperatives focus on providing essential services, including credit and financial services, marketing services, consumer services, production services, technical and extension services, and social and community services. This study excluded employees on probation or with less than 6 months' service, contractors, temporary workers, interns, and employees whose roles were not relevant to organizational culture or knowledge management. Additionally, employees of multipurpose cooperatives located outside District I, Davao de Oro, are not included.

The municipalities of District I, Davao de Oro are Monkayo, Montevista, Compostela, New Bataan, and Maragusan. The sampling technique of this study was proportional Stratified Random Sampling. In the study by Bhusshan et al. (2023, p. 1), this sampling technique divides the population into smaller subgroups, called strata. Then it uses random sampling within each stratum to estimate population parameters, as applied in a study that developed efficient estimators for population mean estimation. In this study, the researcher collected the number of multipurpose cooperative employees across five municipalities and treated each municipality as a stratum. A total of 584 employees in the population and 238 in the sample, which is 40.75 percent per stratum.

3. 2Theoretical framework

This study is anchored on the Theory of Triple Bottom Line (TBL) sustainability by Elkington (2013). This emphasizes that organization should measure their performance not only in terms of financial outcomes but also in terms of social and environmental impacts. By pursuing innovations that generate positive outcomes across the three dimensions of people, planet, and profit, organizations can enhance their long-term Sustainability and value creation.

Furthermore, the Resource-Based View (RBV) theory by Wernerfelt (1989) is a management theory that focuses on the internal resources of an organization as the key to gaining and sustaining a competitive advantage. Central to this framework is the idea that resources, if managed effectively, enable a firm to deliver superior value to its stakeholders. In this context, organizational culture is one such vital resource that can significantly impact an organization's ability to achieve and sustain its sustainability objectives.

3.3 Statistical tools and econometric models

The statistical treatment of this study was the mean, which enabled the determination of the levels of the variables: Organizational Culture, Knowledge Management, and Organizational Sustainability. Standard deviation was also used to determine whether the data points were close to the mean or widely spread out. It identified how varied and consistent the data was. Moreover, Pearson r was utilized to determine the correlation. Lastly, multiple regressions were used to examine the relationships between the independent variables and the dependent variable, as well as to identify which domains of organizational culture and knowledge sharing influenced organizational sustainability.

3.4Statistical tools

The adapted survey questionnaire was used as an instrument. The survey questionnaire from Balansubramanian and Balaji (2021, p. 253) was adapted for organizational Sustainability. Meanwhile, the organizational culture was from Almerri (2023, p. 498), and knowledge management was adapted from Frelas M. (2017). The three variables have the same intervals for their range of means from 1.00 – 1.79, 1.80 - 2.59,2.60 - 3.39, 3.40 – 4.19, and 4.20 - 5.00, having the descriptive levels ranging from very low and very high. Meanwhile, the descriptive interpretation for OS was “never evident” to “evident at all times”. On the other hand, the OC and KM's descriptive interpretation ranges from "never observed" to "observed at all times".

Additionally, the Likert scale, which ranges from 5 to 1, was used, where 5 indicates strongly agree, 4 agree, 3 neither agree nor disagree, 2 disagree, and 1 strongly disagree. According to Aybek and Toraman (2022, p.544), five and seven-response categories are more effective in test information and reliability functions than those with three response categories. In addition, the five-point response option has an advantage over the three-point option and does not differ significantly from the seven-point option. The first part of the survey questionnaire is the first independent variable, organizational culture, with 30 items. It has the following indicators: shared values (1-5), organizational structure (6-10), communication (11-15), leadership (16-19), teamwork (20-24), and Adaptability (25-30).

The second independent variable is knowledge management, comprising 52 items. The following indicators are Knowledge creation/Acquisition and knowledge exploration (1-8), Exploitation of existing knowledge (9-13), Decision making and decision alignment (14-25), Individual and organizational learning (26-34), Intra-organizational activities (35-46), and Business Links (47-52). Lastly, the dependent variable is organizational Sustainability with 26 items. There are 4 items for financial Sustainability, 4 items for governance Sustainability, 5 items for environmental management Sustainability, 4 items for pollution control measures, 5 items for employee-related Sustainability, and 4 items for public-related Sustainability.

A pilot test was conducted before the full data collection. The researcher contacted a multipurpose cooperative outside the research locale and surveyed 50 respondents. This sample size yielded reliable, normally distributed data, supporting the adequacy of this number for pilot testing (Rahmah et al., 2022, p. 4). To ensure the consistency and precision of the measurements, the questionnaire's reliability was assessed using Cronbach's Alpha. According to Barbera et al. (2022, p. 257), this method can be conceptualized as the percentage of test variance attributable to all common factors among the items. Moreover, the variable Organizational Culture has a Cronbach's Alpha of 0.970, whereas the variables Knowledge Management and Organizational Sustainability have Cronbach's Alphas of 0.983 and 0.965, respectively. The results showed that the research instrument had high reliability.

IV. RESULTS AND DISCUSSION

The current study's findings and outcomes are presented in this chapter. Key findings from the study are highlighted by the data analysis, which is based on the designated indicators. Additionally, the study's conclusions are strengthened by the support of pertinent literature and professional insights.

Table 1. Level of Organizational Culture of Multipurpose Cooperatives

Indicators	Mean	SD	Description
Shared Values	4.23	0.54	Very High
Communication	4.22	0.52	Very High
Leadership	4.21	0.81	Very High
Adaptability	4.17	0.68	High
Teamwork	4.16	0.63	High
Organizational Structure	4.11	0.69	High
Overall	**4.18**	**0.51**	**High**

The results presented in Table 1 reflect the Level of Organizational Culture among multipurpose cooperatives based on Shared Values, Organizational Structure, Communication, Leadership, Teamwork, and Adaptability. The overall mean score of 4.18, with a standard deviation of 0.51, falls under the high descriptive category, indicating that respondents generally perceive the organizational culture positively, and the relatively low standard deviation suggests consistency in their responses.

Among the individual indicators, shared values recorded the highest mean score of 4.23 and a standard deviation of 0.54, categorized as Very High, indicating that the multipurpose cooperatives value respect and inclusivity in all business practices. This result suggests that multipurpose cooperatives consistently uphold their shared values. Aligned with the systematic review by Menghwar et al. (2021, p. 14), 242 articles confirmed that creating shared value is a meaningful strategic approach, though implementation varies across organizational contexts. Additionally, In the study of Lokapavana and Muralidhar (2024, p.34) it resulted that organizational values profoundly influence organizational performance.

The second-highest indicator is Communication, with a mean score of 4.22 and a SD of 0.52, and a very high description. This result shows that the cooperatives implemented open-door policy that encourage employees to share their ideas and feedback. In the study of Okunabe (2025 p.8) internal communication strategies significantly influence organizational culture, as they enhance employee engagement, morale, and productivity. It also serves as a channel to help reinforce organizational values and create a cohesive working environment. The indicator Leadership is viewed very positively, with a mean score of 4.21. However, it has the highest standard deviation of 0.81, suggesting slightly greater variation in employees' perceptions of leadership than with other indicators.This result indicates that the organization priorities leadership coaching and mentorship as a means of employee development. Aligned to the study of Dirani et al. (2020 p.390) it was highlighted that leaders are instrumental in creating a learning-oriented environment.

The next indicator Adaptability garnered a mean score of 4.17 and an SD of 0.68, indicating high description. This indicates that cooperatives consider agility and the ability to adapt to market were valued. Organizations with high adaptability demonstrate better innovation and performance, as they are more capable of adjusting business models and processes in response to market disruption. Meanwhile, Teamwork has a mean score of 4.16 and a standard deviation of 0.63, high in description. Means that building strong relationships and creates a sense of community among employees visible in the organizations. Lastly, Organizational Structure has the lowest mean of 4.11 among the indicators, but it is still rated High, with a standard deviation of 0.68, indicating that the organizations usually operates under a flat organizational structure that maintain hierarchy level. Congruent tot the study of Joseph and Gaba (2020 p. 267) emphasized that flexible organizational structures enhance innovation and responsiveness, allowing organizations to quickly adapt to environmental changes. In contrast, rigid structures may hinder creativity and slow decision-making processes.

Organizational culture remains a vital determinant of organizational effectiveness, particularly in rapidly changing and knowledge-driven environments. It encompasses shared values, beliefs, and practices that shape employee behavior and guide decision-making processes within an organization. Additionally, organizational culture has been found to significantly influence knowledge sharing and collaboration, which are essential for achieving sustainability and long-term success in modern organizations (Paais & Pattiruhu, 2020 p.577).

Table 2. Level of Knowledge Management of Multipurpose Cooperatives

Indicators	Mean	SD	Description
Business Links	4.22	0.54	Very High
Individual and organizational learning	4.19	0.52	High
Decision making and decision alignment	4.12	0.56	High
Intra-organizational activities	4.17	0.61	High
Knowledge creation/Acquisition and knowledge exploration	4.16	0.56	High
Exploitation of existing knowledge	4.12	0.58	High
Overall	**4.16**	**0.48**	**High**

The results presented in Table 2 reflect the Level of Knowledge Management among multipurpose cooperatives based on Knowledge creation/Acquisition and knowledge exploration; Exploitation of existing knowledge; Decision making and decision alignment; Individual and organizational Learning; Intra-organizational activities; and Business Links. The overall mean score of 4.16, with a standard deviation of 0.48, falls within the high descriptive category, indicating that multipurpose cooperatives generally demonstrate a strong level of knowledge management practices. The standard deviation indicates low variability, meaning respondents have relatively similar perceptions.

The indicator with the highest mean is Business Links, at 4.22, categorized as very high with a standard deviation of 0.54. This implies that multipurpose cooperatives in District I, Davao de Oro, strengthen relationships with customers, suppliers, and partners in the past years and appoints specific induviduals to manage stakeholder relationship. It is supported by the systematic review of Idrees et al. (2023, p.100350), which highlights that effective knowledge management, facilitated by various business linkages, is integral to business strategy and can lead to more efficient new product development in high-tech companies.

The next indicator is Individual and Organizational Learning, with a mean score of 4.19 and an SD of 0.52, described as high. This implies that multipurpose cooperatives in District I, Davao de Oro, provides formal training programs for employee and offer mentoring and apprenticeship opportunities. As defined by Alerasoul (2020 p.32) organizational learning is the process of organizations that create, acquire, and transfer knowledge, and modify behavior to reflect new knowledge and insights.

Thirdly, Intra-organizational activities with a mean of 4.17 and an SD of 0.61 were described as high. This implies that multipurpose cooperatives promote internal collaboration and practice knowledge-sharing activities and empowers employees to contribute and take initiatives. According to Ali et al. (2023 p.170) intra-organizational knowledge sharing significantly enhances both exploratory and exploitative capabilities, which are essential for organizational ambidexterity and performance. The next indicator is Knowledge Creation/Acquisition and Exploration, with a mean score of 4.16 and a SD of 0.56, which is described as high. This indicates that cooperatives actively acquire, create, and explore new knowledge. The moderate SD shows fairly consistent responses. González-Illescas and Zaragoza-Sáez (2023 p.9) found that organizational culture, structure, and environment significantly influence knowledge creation processes, highlighting the importance of internal conditions in fostering innovation.

The fifth indicator, Exploitation of Existing Knowledge, has a mean score of 4.12 and a standard deviation of 0.58, which is described as high. Cooperatives effectively utilize existing knowledge resources. The slightly higher SD suggests minor variation in responses. Ali et al. (2023 p.161) demonstrated that explicit knowledge sharing mainly supports exploitative capabilities, such as process improvement and operational efficiency. The last indicator is Decision Making and Decision Alignment, with a mean score of 4.12 and an SD of 0.56, described as high. The decision - making processes are aligned with organizational knowledge practices, reflecting structured and informed management systems. According to Lezoche et al. (2024 p.37) emphasized that knowledge sharing enhances collaborative decision-making, reduces communication breakdowns, and improves consensus among stakeholders.

Table 3. Level of Organizational Sustainability of Multipurpose Cooperatives

Indicators	Mean	SD	Description
Public Related Sustainability	4.24	0.58	Very High
Financial Sustainability	4.21	0.54	Very High
Employee Related Sustainability	4.18	0.62	High
Pollution Control Measures	4.15	0.63	High
Governance Sustainability	4.12	0.65	High
Environmental Management Sustainability	4.10	0.62	High
Overall	**4.17**	**0.48**	**High**

The results presented in Table 3 reflect the Level of Organizational Sustainability among multipurpose cooperatives based on Financial Sustainability, Governance Sustainability, Environmental Management Sustainability, Pollution Control Measures, Employee Related Sustainability, and Public Related Sustainability. The overall mean score of 4.17, with a standard deviation of 0.48, falls under the high descriptive category, indicating that the organization demonstrates a strong commitment to sustainability practices. The relatively low standard deviation suggests consistent responses among participants.

The indicator with the highest mean is the public-related Sustainability, with a mean score of 4.24 and a SD of 4.24, which means very high. This implies that cooperatives in District I, Davao de Oro, have a strong Community engagement and public responsibility initiatives. In the study of Sharma et al.(2024 p.579), social sustainability contributes to the long-term Sustainability. The second indicator with the highest mean is the financial Sustainability, with a mean of 4.21 and a standard deviation of 0.54, which means very high. This indicates that cooperatives maintain strong financial management practices, ensuring long-term viability and stability. Congruent to the literature review of Neacșu and Georgescu (2023 p.115) it was found that finanacila performance is consistently linked to long- term organizational sustainability, with sustainable development efforts supporting value creation for investors, employees, and communities.

The next indicator is the employee-related Sustainability with a mean of 4.18 and a standard deviation of 0.62, which means high. The organization supports employee welfare, development, and engagement as part of its sustainability efforts. In line with the study of Jaškevičiūtė et al., (2021 p.127) it was demonstrated that sustainable HRM practices focused on meeting employee needs positively influence employee well-being, which in turn increase organizational trust. The indicator pollution control measures garnered a mean score of 4.15 and a standard deviation of 0.63, which is high. This indicates that measures to reduce environmental impact are actively practiced. The responses are fairly consistent. Militaru et al. (2022 p.663) analyzed sustainability reports of Romanian companies and found that firms embrace pollution control as part of their sustainability strategy, integrating anti-pollution practices across their stakeholder networks.

The indicator governance sustainability garnered a mean score of 4.12 and a standard deviation of 0.65, which means high. This indicates that the organization encourages creativity and innovation across all level. The slightly higher SD suggests some variation in perception. Alsayegh (2023 p.13) governance is positively related to achieving sustainable development goals, with sustainability reporting mediating between governance and sustainable development goals. The last indicator of environmental management sustainability garnered a mean score of 4.10 and a standard deviation of 0.62, which means high. This indicates that the environmental initiatives are well implemented, though this is one of the lower-rated areas, indicating potential room for improvement. Rivo - Lopez et al. (2025 p.12) emphasizes the growing importance of integrating environmental management into corporate reporting systems.

Table 4. Significant Relationship Between Organizational Culture, Organizational Sustainability and Organizational Sustainability

Independent Variables	Dependent Variable	r-value	r-squared	p-value	Decision
Organizational Culture	Organizational Sustainability	0.812*	0.6593	0.001	Reject Ho
Knowledge Management		0.844*	0.7123	0.001	Reject Ho

P*<0.05

Table 4 shows a significant relationship between organizational culture and organizational Sustainability. The p-value of 0.001 is lower compared to the 0.05 threshold. The r-value 0.812 confirms that the relationship is statistically significant and signifies a strong positive correlation, which means that when organizational culture is strengthened, the organizational sustainability performance tends to increase significantly. Therefore, the null hypothesis is rejected.

These findings are aligned, that Organizational culture profoundly shapes an organization's capacity to achieve holistic Sustainability across financial, social, and environmental dimensions (Florez-Jimenez et al., 2025, p. 67). Additionally, Khan et. al. (2025, p.1322) emphasize that a robust organizational culture is not merely a supportive element but often a prerequisite for effective sustainability initiatives and enhanced performance across various sectors.

Meanwhile, the second independent variable, knowledge management results a p - value of 0.001 confirms statistical significance, supporting rejection of the null hypothesis as it is lower compared to the 0.05 threshold. The result of r - value of 0.844 indicates stronger positive relationship to organizational sustainability. The slightly higher correlation r of 0.844 suggests that knowledge management may be an even stronger direct enabler of sustainability than culture, likely because KM drives innovation, continuous improvement, and strategic learning.

The findings was supported by the statement of Idress et. al., (2023, p. 100350) that the ability to create, store, share, and apply knowledge effectively allows organizations to be ambidextrous, improving their performance in dynamic and competitive environment. Also, effective knowledge management directly contributes to an organization's financial health and resilience. By improving decision-making processes, optimizing operations, and fostering innovation, KM strategies can significantly enhance financial performance. Moreover, efficient KM facilities this holistic approach by enabling organizations to manage complex interdependence (Hossain, et al.,2022 p.374).

Table 5. Regression Analysis on the Influence of the Domains of Organizational Culture to Organizational Sustainability

Independent Variables	Unstandardized Coefficient B	SE	Standardized Coefficient BETA	t-value	p-value	Decision
(Constant)	0.785	0.164				
Shared Values	0.242	0.046	0.268*	5.297	0.001	Reject Ho
Organizational Structure	0.059	0.039	0.083	1.502	0.134	Do not Reject Ho
Communication	0.138	0.049	0.147*	2.815	0.005	Reject Ho
Leadership	0.037	0.028	0.062	1.343	0.181	Do not Reject Ho
Teamwork	0.117	0.045	0.151*	2.580	0.010	Reject Ho
Adaptability	0.215	0.044	0.301*	4.926	0.001	Reject Ho
Dependent Variable: Organizational Sustainability						

$R = 0.829^*$ $R^2 = 0.688$

Ratio = 84.872 P- value = 0.001

Table 5 shows a p-value of 0.001, indicating that the organizational culture jointly predicts organizational Sustainability, with R^2 of 0.688. Among the domains, Adaptability, which obtained the strongest predictor standardized beta coefficient of 0.305 and a p-value of 0.001, also reflects a strong and significant positive relationship with organizational Sustainability. This suggests that greater Adaptability within the organization enhances its sustainability outcomes. In the study of Bîrlădeanu (2025, p.84), it was emphasized that adaptability is one of the pre-requisites for the long-term sustainability of organizations.

This is followed by shared values, with a standardized beta coefficient of 0.268 and a p-value of 0.001. This indicates that shared values have a substantial and statistically significant positive influence, making them an important contributor among the variables examined. The domain of Communication showed a standardized beta coefficient of 0.147 and a p-value of 0.005, indicating a significant positive effect, though with a relatively smaller contribution compared to shared values and Adaptability. Similarly, Teamwork, with a standardized beta coefficient of 0.151 and a p-value of 0.010, also demonstrated a significant positive influence, highlighting the role of collaboration in supporting Sustainability.

In contrast, organizational Structure recorded a standardized beta coefficient of 0.083 and a p-value of 0.134, indicating no significant relationship with organizational Sustainability. Likewise, Leadership, with a standardized beta coefficient of 0.062 and a p-value of 0.181, was also found to have no statistically significant effect. These findings imply that these domains do not meaningfully predict sustainability outcomes in this study compared to the other variables.

Table 6. Regression Analysis on the Influence of the Domains of Knowledge Management on Organizational Sustainability

Independent Variables	Unstandardized Coefficient B	SE	Standardized Coefficient BETA	t-value	p-value	Decision
(Constant)	0.584	0.148				
Knowledge creation/Acquisition and knowledge exploration	0.078	0.045	0.090	1.747	0.082	Do not Reject Ho
Exploitation of existing knowledge	0.049	0.049	0.058	0.995	0.321	Do not Reject Ho
Decision making and decision alignment	0.286	0.057	0.333*	5.033	0.001	Reject Ho
Individual and organizational learning	0.079	0.057	0.085	1.383	0.168	Do not Reject Ho
Intra-organizational activities	0.069	0.043	0.088	1.624	0.106	Do not Reject Ho
Business Links	0.299	0.049	0.336*	6.115	0.001	Reject Ho

Dependent Variable: Organizational Sustainability

Note: R = 0.855* R^2 = 0.73

F - Ratio = 84.872 P- value = 0.001

Table 6 shows a p-value of 0.001, indicating that knowledge Management jointly predicts organizational Sustainability, with R^2 of 0.731. This suggests that knowledge management has even stronger explanatory power than organizational culture in predicting Sustainability. As a result, the null hypothesis is rejected. Among the domains, business links obtained the highest standardized beta coefficient of 0.336 with a p-value of 0.001, indicating that it has the strongest and most statistically significant contribution to organizational Sustainability. This implies that stronger external connections and partnerships greatly enhance sustainability outcomes.

This is followed by decision making and decision alignment, which recorded a standardized beta coefficient of 0.333 and a p-value of 0.001, also showing a significant positive relationship. This suggests that aligned and effective decision-making processes are important drivers of organizational Sustainability.

In contrast, knowledge creation/acquisition and knowledge exploration, with a standardized beta coefficient of 0.090 and a p-value of 0.082, did not show a significant relationship. Similarly, intra-organizational activities, with a beta coefficient of 0.088 and a p-value of 0.106; individual and organizational Learning, with a beta coefficient of 0.085 and a p-value of 0.168; and Exploitation of existing knowledge, with a beta coefficient of 0.058 and a p-value of 0.321, were also found to have no statistically significant influence. These findings indicate that these domains do not meaningfully predict organizational Sustainability in this study compared to business links and decision-related processes.

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