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KNOWLEDGE BROKERING PRACTICES AND ORGANISATIONAL SUSTAINABILITY OF DEPOSIT MONEY BANKS IN RIVERS STATE

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ABSTRACT

The study examined the relationship between knowledge brokering practices and organisational sustainability of Deposit Money Banks in Rivers State. The objective of the study was to examine the relationship between dimensions of knowledge brokering practices, such as knowledge translation, relationship building, and knowledge mobilization/transfer and organisational sustainability in Deposit Money Banks in Rivers State. The work adopted the cross-sectional survey research design; structured questionnaire was used to collect data across 28 Deposit Money Banks in River State, with 140 top-level managers as respondents. Five managers were selected from each of the banks. After validation by three experts in Office and Information Management, and ascertaining its reliability with a Cronbach Alpha Coefficient of 0.81, 140 copies of the structured questionnaire were administered, while one hundred and six (106) copies were retrieved. Pearson Product-Moment Correlation was used for the analysis. SPSS Version 26.0 was used in the process of analysis. The results showed that there is a significant positive relationship between knowledge brokering (knowledge translation, relationship building, and knowledge mobilization/ transfer) and organisational sustainability of Deposit Money Banks in Rivers State in terms of knowledge translation, relationship building, and knowledge mobilization/transfer. The study concluded that knowledge brokering enhances the organisational sustainability of Deposit Money Banks in Rivers State. Consequently, the study recommended that management should encourage knowledge sharing and application among staff.

Keywords: Knowledge Brokering Practices, Knowledge Mobilisation and Transfer, Knowledge Translation, Relationship Building, Organisational Sustainability.

BACKGROUND TO THE STUDY

The narrative of business today has shifted from growth or short-term profit to sustainability – the capacity to sustain their operations in a changing economic, environmental and social landscape. Organisational sustainability is defined in the banking sector as the capacity of banks to remain resilient, profitable, socially licensed and continue operating in the future, protecting the future of stakeholders (Marcio & Jucá, 2025). In the context of the challenges faced by Deposit Money Banks (DMBs) in Nigeria, especially in Rivers state, sustainability has become an important issue since the Nigerian economy is faced with several unpredictabilities, demanding compliance to regulatory requirements as well as expectations from a wide range of customers. However, making the banking system sustainable is not easy and demands creative approaches, robust stakeholder relationships, and a robust internal knowledge system. This is where knowledge brokering comes in as the intermediaries who help in the flow, interpretation, and application of knowledge can make all the difference in banks' ability to weather disruption, adjust to industry transformation, and be sustainable for years to come (Njenga, 2022).

Knowledge brokering, as an intermediary between knowledge producers and users, is at the core of the sustainability discussion. Sustainability in banking is closely related to effective knowledge management approaches as Adeyeye et al. (2018) have pointed out. A knowledge broker is someone who serves as a facilitator to ensure that knowledge is translated into actionable solutions, relationships are established across organisational silos and information can flow to inform strategic

decision-making (Kibor et al. 2022). The importance of knowledge brokering in Deposit Money Banks in Rivers State lies in the fact that the Knowledge and Information System are still fragmented and internal collaboration is weak, with the possible difference between stagnation and sustainable growth still being very thin. Knowledge brokering is aligning knowledge with organisational goals to enable banks to react to risks, take opportunities and build trust in stakeholders.

The dimensions of knowledge brokering (knowledge translation, relationship building, and knowledge mobilization) can help to understand the influence of knowledge brokering. They make complex information usable for knowledge translation and assist managers to make decisions on sustainability. For instance, converting climate-risk information to concrete lending standards can help to promote environmental sustainability. Connecting stakeholders, employees, customers, regulators, and communities through relationship building, knowledge brokering builds trust and collaboration to strengthen social sustainability. Lastly, they see to it that best practices, innovations, and lessons are shared and used throughout the organisation, contributing to both economic and environmental sustainability (Sideh, 2019; Niemand, 2024). As a whole, these dimensions can make banks in Rivers State truely be able to not only survive but excel in a sustainable financial system.

But, although the literature on knowledge management and organisational performance has grown, little knowledge is available on the relationship between knowledge brokering and organisational sustainability of Deposit Money Banks in Rivers State. While there has been research on knowledge management and firm performance in manufacturing sector (Mukhtar, 2015; Sideh, 2019), Deposit Money Banks in Kenya (David et al., 2018; Njenga, 2022) and small businesses (Monyei et al., 2021), little research has been conducted on the role of knowledge brokering in the Nigerian banking sector. Moreover, the studies like Jaffar et al. (2019) and Kibor et al. (2022) have suggested that there is some connection between knowledge processes and sustainability, but they have not addressed how specific broker functions, translation, relationship building and mobilization impact the three aspects of sustainability in Deposit Money Banks. This departure becomes important to lay emphasis on the need for empirical study on the Deposit Money Banks in Rivers State where sustainability issues are still being experienced. Therefore, the aim of this study is to fill this gap.

Problem statement:
Despite the implementation of the green banking initiative, many Deposit Money Banks in Rivers State are still faced with problems of low adoption of green banking, economic resilience (inefficiency and weak profitability), and social sustainability (worker welfare and community engagement). Such difficulties have to do with the long-term competitiveness of a product, but at the same time, they do not give stakeholders confidence and financial stability. The sustainability gaps are due to poor integration of knowledge and limited knowledge sharing in a strategic way (Mukhtar, 2015). The findings of Adeyeye et al. (2018) also indicate that the banks that are able to have a proper implementation of Knowledge Management are more likely to balance their profitability and long-term sustainability objectives. In that sense, knowledge brokers—who act as intermediaries to facilitate the translation of complex knowledge into actionable strategies, the construction of collaborative relationships and the spread of information across organisational structures—can fill gap areas and can help banks to reach sustainable results (David et al., 2018).
It looks like a lot more needs to be done with regards to knowledge brokering practices and organisational sustainability particularly as it relates to the aspect of knowledge brokering – knowledge translation, relationship building and knowledge mobilization/transfer – that impact only on organisational sustainability in the context of Deposit Money Banks in Rivers State. For example, Adeyeye et al. (2018) examined the Knowledge Management strategies and sustainability of Deposit Money Banks in Minna, David et al. (2018) examined the Effect of Knowledge Management on Firm's Competitive advantage among Deposit Money Banks in Kenya and Sideh (2019) examined the

Relationship between Knowledge Management practices and Organisational competitiveness of manufacturing firms in Port Harcourt.

CONCEPTUAL FRAMEWORK

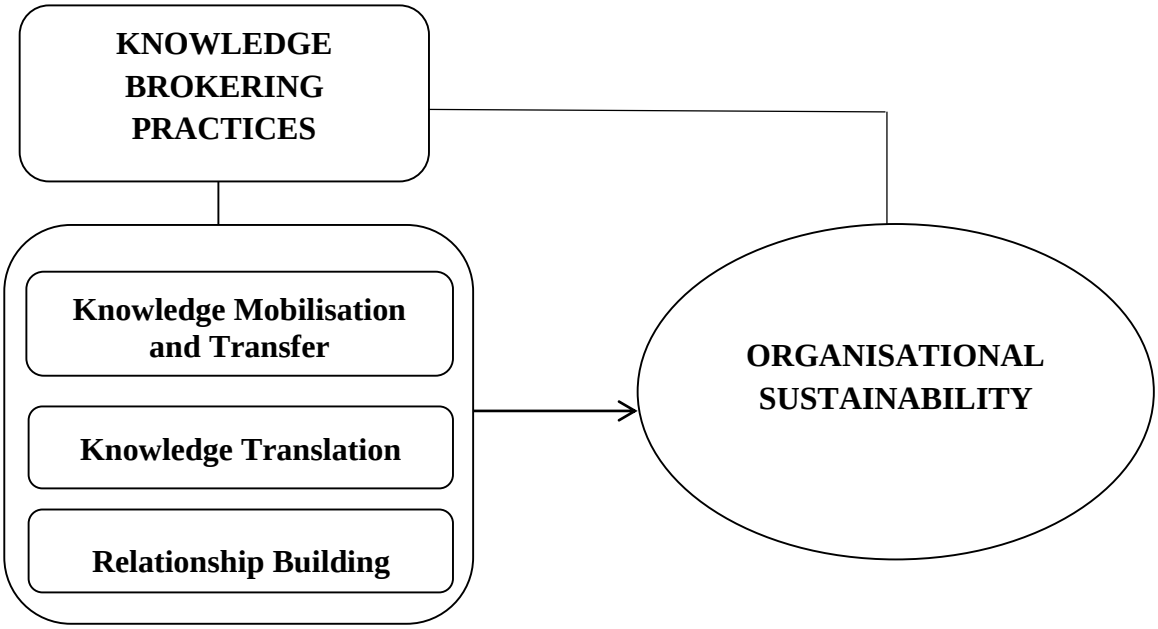

Fig. 1: Conceptual Framework of Knowledge Brokering Practices and Organisational Sustainability
Source: The Researcher's Conceptualisation (2026)

AIM AND OBJECTIVES OF THE STUDY

The aim of the study was to determine the relationship between knowledge brokering practices and organisational sustainability of Deposit Money Banks in Rivers State. Specifically, the study sought to:

1. determine the relationship between knowledge mobilization/transfer and organisational sustainability of Deposit Money Banks in Rivers State.
2. assess the relationship between knowledge translation and organisational sustainability of Deposit Money Banks in Rivers State.
3. ascertain the relationship between relationship building and organisational sustainability of Deposit Money Banks in Rivers State.

HYPOTHESES

In line with the objectives, the following null hypotheses were formulated:

Ho_1: There is no significant relationship between knowledge mobilization/transfer and organisational sustainability of Deposit Money Banks in Rivers State.

Ho_2: There is no significant relationship between knowledge translation and organisational sustainability of Deposit Money Banks in Rivers State.

Ho_3: There is no significant relationship between relationship building and organisational sustainability of Deposit Money Banks in Rivers State.

CONCEPTUAL REVIEW

Concept of Knowledge Brokering Practices

According to Meyer (2010), a knowledge broker is an intermediary who can help join different communities of practice, who can translate and share knowledge across community boundaries and who can make knowledge from research accessible and relevant to decision makers. This becomes even more apparent when considering the relationship between AI and organizational outcomes and the importance of 'knowledge brokering'. AI tools can be incredibly productive, but the effectiveness of these tools depends on the extent to which they are integrated into everyday tasks. Evidence from Deposit Money Banks in Mena region demonstrates that practices of Knowledge Management (KW), which are enabled by AI, are strongly intervening variables between AI adoption and improved organisational performance (Mahboub & Ghanem, 2024).
For Oldham and McLean (2017) knowledge brokering is about agents who connect producers and users of knowledge and facilitate the creation, sharing, and use of knowledge while building mutual understanding and trust. Organisational learning and knowledge diffusion are found to have a significant positive effect on sustainable innovation performance especially when AI generated data was used as an example (Alsoukini et al., 2025). Brokering can do so by producing new technological outputs that are interpretable and actionable, and by ensuring sustainability goals are not merely aspirational, but form part of day-to-day operations. Brokering also facilitates the alignment of decisions made at the strategic level with bottom-up execution at the bank level. In investment banking, the increasing adoption of intelligent assistants remains dependent on human brokering to build workflows, verify results, and encourage adoption. Therefore, Knowledge Translation, Knowledge Mobilisation and Relationship Building are terms used as dimensions of Knowledge brokering in the context of Deposit Money Banks in Rivers State.

Dimensions of Knowledge Brokering Practices

Knowledge Mobilisation and Transfer

Knowledge mobilization and transfer is an important element of Deposit Money Banks to effectively transfer the explicit knowledge (compliance policies) as well as tacit knowledge (staff intuition) from place to place in order to improve performance. The group knowledge of organisations is organised and shared, with the right knowledge passed to the right person at the right time, which is knowledge management and in this context, knowledge transfer (IntechOpen, 2021). This level of precision matters in banking, where risks of knowledge transfer delay can mean financial risk, or regulatory penalties. In the same way, IGI Global (2024a) states that knowledge transfer is the process of converting the implicit and explicit knowledge into a format that is understandable, recognizable, and accessible, and transferring that knowledge to the target group of users.

Knowledge Translation

In the specialized environment of Deposit Money Banks, Knowledge Translation, moving from knowledge to practice, becomes more than just a luxury, it becomes a necessity. Borst et al. (2023) conceptualized Knowledge Translation as a process of work alignment, in which the stakeholders collectively adapt and apply insights to manage uncertainty in local contexts. It is the job of banks to reduce macro-economic trends or risk models to local operational protocols and responsive decision aids, to ensure consistent and context-sensitive action is taken at the branch level and at the boardroom. Almuayad et al. (2024) stated that 'the heart of translation lies in its ability to use knowledge', meaning that banks can transform stored knowledge and insights into performance outcomes, which can be mediated by fintech innovation.

Relationship Building

Relationship Management in the Deposit Money Banks in terms of internal and external fields. Relational dynamics are a key component to banks' agility, inclusivity, and responsiveness to their clients, whether it is empowering employees, placing staff in communities, redesigning service spaces, aligning cross-functional teams, or enhancing advisory rituals. Naik et al. (2024), however, explain that relationship building is an active, reciprocal, nonlinear and overlapping process, where

by a professional builds a supportive relationship with others over time through communication and behavioral strategies (not as a one-time occurrence). Employee empowerment is a mediating factor between employee relationship management (ERM) and the increase in organisational agility (Naik et al., 2024).

Concept of Organisational Sustainability

The idea of sustainable development was first coined by the Brundtland Commission, in its report "Our Common Future" in 1987. Since then many multidisciplinary, multifaceted efforts have been undertaken to align with planetary and social boundaries and to facilitate a sustainable human life at the planet's surface. The range of such efforts lies in technological advancement in renewable and non-materials to social development through the United Nations guiding principles on business and human rights. An important, although new, member of the sustainability discipline is Sustainability Management. In sustainable management, the interest is directed towards the analysis of the firm's performance in achieving the triple bottom line (social, environmental and financial) (Gawel, 2012).

Organisational sustainability is the capacity of an organisation (Deposit Money Banks, for instance) to attract and keep leadership, talent, global insights, finances, products, environments and change strategies to stand up to the unique challenges it may encounter. The Chartered Institute of Personnel and Development in London, CIPD (2012), argue that the key to the concept of organisational sustainability is the principle of strengthening the environmental, societal and economic systems within business operations. This is important because the idea of sustainability will make the business thrive (Colbert & Kurucz, 2017) and will not affect the needs of future generations. In other words, a colloquial definition of sustainability is to make sure the business continues and another common thought is to ensure an organisation is "future proof". (Colbert and Kurucz 2017). Boudreau and Ramstad (2015), refers organisational sustainability to achieving success today without compromising the needs of the future. Thus, the ability to meet the needs of present customers while taking into account the needs of future generations could be seen as organisational sustainability.

THEORETICAL REVIEW

In this study, Resource- Based Theory is used as the foundation. Resource- Based Theory was developed by Penrose 1959 and was subsequently applied by Wernerfelt 1984, Rumelt 1984 and Barney 1986 (Sideh, 2019). These scholars can be judged to be the authors of the Resource-Based theory. The theory posits that resources are tradeable and non-specific to the firm, for instance, organisational processes. The following are the assumptions of the theory.

i. Resources and capabilities may be heterogeneously distributed across firms and these differences may be long lasting.
ii. Economic factors (be they firms or people) are boundedly rational utility maximizers.
iii. Markets can vary in their competitiveness and that information can vary in how it is diffused across a market and so forth.

This theory and the justification thereof to our study stems from the fact that if management and core competencies/knowledge are not in sync, the organisation, in this case Deposit Money Banks, will be challenged in establishing long term survival and competitive advantage. Thus, it is logical to consider the knowledge of the employees as the most significant asset to the profitability and high performance of the organisation. This is adequate to call upon Deposit Money Banks to identify and develop knowledge resources to equip, strengthen and sustain their competitive edge. What this entails is that knowledge needs to be viewed as the basic resource.

METHODOLOGY

The study used cross sectional research design. Twenty-eight (28) deposit money banks in Rivers State were the population of the study. It was a census research (entire population was used and

not sample). Data were collected using structured questionnaire, 28 Deposit Money Banks in River State with 140 top-level managers as respondents. Five managers were selected from each of the bank's in their state branch headquarters. The managers chosen are Branch General Managers, Human Resource Managers, Information Technology Managers, Operation Managers and Marketing Managers. A structured questionnaire was administered to 140 copies and a hundred and six (106) copies were retrieved representing 75% after validation of the instrument by three experts in Office and Information Management and ascertaining the reliability with Cronbach Alpha Coefficient of 0.81. Pearson Product-Moment Correlation was used for the analysis. SPSS Version 26.0 was used in the process of analysis. The formula is given below:

$$\Upsilon = \frac{n\sum XY - \sum X\sum Y}{\sqrt{[n\sum X^2-(\sum X)^2]\,[n\sum Y^2-(\sum Y)^2]}}$$

Where;
n = number of pairs of data
X = independent variable
Y = dependent variable
∑XY = sum of the products of independent and dependent variable
∑X = sum of independent variable
∑Y= sum of dependent variable
∑ = Summation
For the coefficient values, the following interpretation scheme will be applied as stated further: (a) No Relationship = 0, (b) Weak Relationship = 0.1-0.2, (c) Moderate Relationship = 0.3-0.5, (d) Strong Relationship = 0.6-0.7, (e) Very Strong Relationship = 0.8-0.9, (f) Perfect Relationship =1.

RESULTS

Ho_1: There is no significant relationship between knowledge mobilization/transfer and organisational sustainability of Deposit Money Banks in Rivers State.

Table 1: Correlation between Knowledge Mobilization/Transfer and Organisational Sustainability

			Knowledge Mobilization and Transfer	Organisational Sustainability
Pearson's r	Knowledge Mobilization and Transfer	Correlation Coefficient	1.000	0.637**
		Sig. (2-tailed)	.	.000
		N	106	106
	Organisational Sustainability	Correlation Coefficient	0.637**	1.000
		Sig. (2-tailed)	.000	.
		N	106	106

**. Relationship is Significant at the 0.01 level (2-tailed).

Source: SPSS Output

Table 1 above reveals r value of 0.637 at a significance level of 0.00 which is less than the chosen alpha level of 0.05 for the hypothesis relating knowledge mobilization/transfer and organisational sustainability. Since the significance value 0.00 is less than the alpha level of 0.05, the null hypothesis (Ho_1) which states that there is no significant relationship between knowledge mobilization/transfer and organisational sustainability of Deposit Money Banks in Rivers State was rejected and the alternative hypothesis (Ha_1) was accepted. This implies that there is a strong positive relationship between knowledge mobilization/transfer and organisational sustainability of Deposit Money Banks in Rivers State.

Ho_2: There is no significant relationship between knowledge translation and organisational sustainability of Deposit Money Banks in Rivers State.

Table 2: Correlation between Knowledge Translation and Organisational Sustainability

			Knowledge Translation	Organisational Sustainability
Pearson's r	Knowledge Translation	Correlation Coefficient	1.000	0.665**
		Sig. (2-tailed)	.	.000
		N	106	106
	Organisational Sustainability	Correlation Coefficient	0.665**	1.000
		Sig. (2-tailed)	.000	.
		N	106	106

**. Relationship is Significant at the 0.01 level (2-tailed).

Source: SPSS Output

Table 2 above reveals r value of 0.665 at a significance level of 0.00 which is less than the chosen alpha level of 0.05 for the hypothesis relating knowledge translation and organisational sustainability. Since the significance value 0.00 is less than the alpha level of 0.05, the null hypothesis (Ho_2) which states that there is no significant relationship between knowledge translation and organisational sustainability of Deposit Money Banks in Rivers State was rejected and the alternative hypothesis (Ha_2) was accepted. This implies that there is a strong positive relationship between knowledge translation and organisational sustainability of Deposit Money Banks in Rivers State.

Ho_3: There is no significant relationship between relationship building and organisational sustainability of Deposit Money Banks in Rivers State.

Table 3: Correlation between Relationship Building and Organisational Sustainability

			Relationship Building	Organisational Sustainability
Pearson's r	Relationship Building	Correlation Coefficient	1.000	0.838**
		Sig. (2-tailed)	.	.000
		N	106	106
	Organisational Sustainability	Correlation Coefficient	0.838**	1.000
		Sig. (2-tailed)	.000	.
		N	106	106

**. Relationship is Significant at the 0.01 level (2-tailed).

Source: SPSS Output

Table 3 above reveals r value of 0.838 at a significance level of 0.00 which is less than the chosen alpha level of 0.05 for the hypothesis relating relationship building and organisational sustainability. Since the significance value 0.00 is less than the alpha level of 0.05, the null hypothesis (Ho_3) which states that there is no significant relationship between relationship building and organisational sustainability of Deposit Money Banks in Rivers State was rejected and the alternative hypothesis (Ha_3) was accepted. This implies that there is a very strong positive relationship between relationship building and organisational sustainability of Deposit Money Banks in Rivers State.

DISCUSSION OF FINDINGS

The findings of the study were discussed through the following paragraph:

The test result of hypothesis one showed that there is a strong positive relationship between knowledge mobilization/transfer and organisational sustainability of deposit money banks in Rivers State. It indicates that knowledge movement and utilization in banks has a significant impact on their viability and competitiveness in the long-term. Systematic mobilization of knowledge across

the departments will give employees the ability to use relevant information in decision making, problem solving, and operational improvement, thus bolstering long term institutional stability. This finding is consistent with the result of Jaffar, et al. (2019) that states that Knowledge in organisations should be constantly generated, disseminated and applied to maintain competitive advantage. It also resonates with recent empirical findings by Ordua (2025) indicating that knowledge mobilization contributes to financial institutions' adaptability and organisational continuity.

The test of hypothesis two revealed that there is a strong positive relationship between knowledge translation and organisational sustainability of deposit money banks in Rivers State. This shows that the capacity of the deposit money banks to interpret and convert knowledge into practical action plays an important part in the long-term survival of these banks. Knowledge translation makes sure that technical and tacit knowledge is effectively translated into user-friendly formats to inform policies, strategies and actions of employees in banking operations. This is consistent with the results obtained by Gazi (2024) which showed that organisations exist through a sense making process through which information is translated into meaning. Furthermore, Abubakr and Kalifa (2025) illustrates that good knowledge translation facilitates organisational learning and resilience in banking institutions.

The test of hypothesis three revealed that there is a very strong positive relationship between relationship building and organisational sustainability of deposit money banks in Rivers State. This implies that internal and external relationships are key to the organisations' long-term survival. Building relationships increases trust, collaboration, customer loyalty and stakeholder engagement, leading to sustained institutional performance. This is consistent with the relational view of Osei-Tutu et al. (2023) which sees social capital as being available through relations and helps to coordinate action and effectiveness within organisations.

CONCLUSION

The study concluded that knowledge brokering practices contributes to the sustainability of Deposit Money Banks in Rivers State based on the findings. Knowledge brokering thus becomes key change agents that translate, connect and mobilise knowledge into sustainable action of organisations, which in turn produces a balanced progress of banks in environmental, economic and social aspects.

RECOMMENDATIONS

Based on the results, the following suggestions were put forth:

The management of deposit money banks should promote the sharing and application of knowledge between bank staff.

2. Knowledge translation is a tool that Deposit Money Banks can leverage to connect climate risk and market opportunity with innovative banking products and services to scientific research.

In Rivers State, the management of Deposit Money Banks can improve the retention of customers, cross-selling opportunities and increase loyalty by customizing services for them, communicating transparently, and consistently engaging with them.

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APPENDIX A
POPULATION AND RESPONDENTS

S/N	Deposit Money Bank in Rivers State	Port Harcourt Head Branch Address	Branch General Managers	Human Resource Managers	Marketing Managers	Information Technology Managers	Operation Managers	Total
1.	Access Bank	No. 329A Olu Obansanja	1	1	1	1	1	5
2.	Alphs Morgan Bank	135 Olu Obasanjo Road	1	1	1	1	1	5
3.	CitiBank	No. 1 Trans- Amadi	1	1	1	1	1	5
4.	Eco Bank.	No. 329A Olu Obasanjo, PH	1	1	1	1	1	5
5.	Fidelity Bank	No. 22/24 Old Aba Road Port Harcourt	1	1	1	1	1	5
6.	First Bank	No. 22/24 Old Aba Road Port Harcourt	1	1	1	1	1	5

7.	First City Monument Bank	No. 22/24 Old Aba Road Port Harcourt	1	1	1	1	1	5
8.	Globus Bank	Plot 467 Trans-Amadi, Port Harcourt	1	1	1	1	1	5
9.	Guaranty Trust Bank	No. 22/24 Old Aba Road, Port Harcourt.	1	1	1	1	1	5
10.	Jaiz Bank	No. 186 Aba Road, Port Harcourt	1	1	1	1	1	5
11.	Keystone Bank	No. 51. Aba Road Port Harcourt	1	1	1	1	1	5
12.	Lotus Bank	No. 49 Ikwere Road Ph	1	1	1	1	1	5
13.	Parallex Bank	No. 1 Trans Amadi Road, by Garrison Junction	1	1	1	1	1	5
14.	Polaris Bank	Agip Junction /Ikwere Road, Port Harcourt.	1	1	1	1	1	5
15.	Premium Trust Bank	473B Trans-Amadi Industrial Layout	1	1	1	1	1	5
16.	Providus Bank	350 Olusegun Obasanjo Road, Port Harcourt	1	1	1	1	1	5
17.	Signature Bank	145 Aba Road, by Waterlines Junction	1	1	1	1	1	5
18.	Stanbic IBTC	No. 58 Olu Obansanjo Road, Port Harcourt	1	1	1	1	1	5
19.	Standard Chartered Bank	Plot 7 Trans-Amadi, Industrial Layout.	1	1	1	1	1	5
20.	Sterling Bank	No. 142 Woji Road, GRA 2, Port Harcourt.	1	1	1	1	1	5
21.	Suntrust Bank	No. 16 Trans-Amadi, Nkpogu, Port Harcourt	1	1	1	1	1	5
22.	Taj Bank	No. 17A, Trans Amadi, Mkpogwu PH.	1	1	1	1	1	5
23.	Titan Trust Bank	No. 5 Olu Obansajo Road, Port Harcourt	1	1	1	1	1	5
24.	Union Bank	Plot 468, Trans-Amadi, Port Harcourt	1	1	1	1	1	5
25.	United Bank for Africa	No. 14B Azikiwe Road, Port Harcourt	1	1	1	1	1	5
26.	Unity Bank	No. 28A Aba Road, Ph	1	1	1	1	1	5
27.	Wema Bank	No. 66 Olu Obansajo Way, Port Harcourt	1	1	1	1	1	5
28.	Zenith Bank	No. 40 Aba Road, Port Harcourt	1	1	1	1	1	5
	Total		**28**	**28**	**28**	**28**	**28**	**140**

Source: Central Banks of Nigeria, Rivers State Chapter, 2026