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## The role of knowledge management strategies in achieving organizational brilliance: A field study in the South Oil Company

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### Abstract

This research aims to identify the role of knowledge management strategies in achieving organizational brilliance in the Southern Oil Company. The research relied on the descriptive approach through the opinions of a sample of employees in the Southern Oil Company. This research has adopted knowledge management strategies within the conceptual framework. As one of the important topics as an independent variable and strategic performance as a dependent variable, the analysis was conducted by adopting a set of statistical tools such as descriptive analysis and testing the hypothesis of correlation and influence based on the SPSS 23V program. The research included several conclusions that will benefit future research, the most important of which is that although the variables of the current study are not relatively new, the literature confirms that they are hot topics in the field of business administration today. There is a need to study and apply such topics to reduce or address some of the problems it suffers from. Organizations. The research presented a set of recommendations, the most important of which is the necessity of providing the basic components for practising knowledge activities and adopting the application and concept of knowledge management strategies through practising the activities it includes.

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### Introduction

Many researchers and scholars in the field of knowledge management and human resources management in general is the appropriate knowledge management strategies in organizations, which have a major and major role in directing workers in the organization and striving to achieve the desired goals, as the knowledge strategy has clear repercussions on workers and thus influences (Andreeva & Kianto, 2012) <sup>[1]</sup>. The overall productivity of organizations and their performance, whether these results are positive or negative. In addition, the changes taking place in today's society in general and the rapid technological developments make it necessary for organizations to follow new strategies and methods to confront these developments because of their repercussions on the organizations' productivity and achieving their goals (Hackney *et al.*, 2022) <sup>[2]</sup>. Given the great importance that organizations attach to knowledge management and the focus of researchers on this topic as it is the main driver for the organization to achieve its goals, only a group can work and achieve goals if there is knowledge that the organization possesses (Cabrera *et al.*, 2006) <sup>[4]</sup>. Likewise, the organization cannot work alone, as it needs a work team characterized by cooperation commitment and loyalty to the organization (Rego & Cunha, 2007) <sup>[3]</sup>. The significance of the study is that it refers to a modern administrative issue, which eventually touched the crucial point at work of the Southern Oil Company. This company works under the conditions of development, change, and innovations, knowledge management being one of the fundamental tools to help this university become spendid.

Hence, in the course of realizing the goals set before this study, we expect to contribute not only to its organizational brilliance workout, but to activating knowledge management in the company as well. Therefore, the research study aims at answering the following research questions:

**What are the knowledge management strategies for achieving organizational excellence of the Southern Oil Company?**

**What is the knowledge management reality role for achieving organizational brilliance of the southern oil company?**

This study seeks to achieve the research objectives and identify the reality of knowledge management strategies in the South Oil Company. This is done by monitoring the reality of applying knowledge management strategies, including codification and personalization of knowledge, in the South Oil Company. Also, the level of organizational brilliance must be identified. Working in the South Oil Company, analyzing the relationship between knowledge management strategies in achieving organizational brilliance in the South Oil Company.

### Study hypotheses

**H1:** there is a significant correlation between the independent variable, knowledge management strategies, and the dependent variable, organizational brilliance.

**H2:** the variable knowledge management strategies significantly influence organizational brilliance.

### Literature review

Today, the ability to manage knowledge is of paramount. Being a critical asset in the global knowledge economy, knowledge creation and diffusion, are also becoming the key sources of competitive power. These days more and more knowledge is considered to be valuable. It is embedded in products and, especially, high-tech products (Ngah & Wong, 2020) <sup>[5]</sup>. It is very beneficial in the tacit aspect of their employees and paradoxically enough, there are some cognitive characteristics of knowledge that make it radically unlike other commodities for all its value. "Doing what is needed to get the most. Recent years have seen the rise of knowledge management, lately applied not only to individuals but also to organizations. It is an extensive and, increasingly, an essential field designed to encourage the creation, sharing, and utilization of a company's knowledge (Freeze & Kulkarni, 2007) <sup>[6]</sup>. Many consider knowledge as the main resource of military and economic state power. It is fundamentally different from the traditional basic resources of the economist, land, labour, and even capital. We need systematic work on the quality of knowledge and knowledge productivity. The ability of any, if not survival, organization to act in this society in the conditions of knowledge will be increasingly determined by these two circumstances. Virtual training had radically changed when, after six months in the European office, General Motors Peter Bailey returned to the office East. He trained his own partners part of his newfound knowledge, which, moreover, was not available to his colleagues in Detroit. Many studies have shown that virtual communities quickly accumulate world class knowledge. Technologies and methodologies for activating the lets analyze and learn contexts have been developed. Knowledge Management adheres to the concept of intellectual capital (Braat & De Groot, 2012) <sup>[7]</sup>.

An organization's intellectual capital refers to the sum of all knowledge resources found in aspects within or outside the organization. There are three types of exceptional capital starting with first, human capital is individual employees' knowledge, skills, and abilities. Second, organizational capital or key assets, resources and skills that are non-human form but a must have reside in databases, evidence, culture, systems, structures and processes. Third, social capital, the knowledge held in human relationships and interactions. Moreover, applying intellectual capital and knowledge management capabilities will indeed make a difference in the innovation performance, as some scholars told earlier. Given the vital nature of knowledge in any aspect of our daily and business life, the two aspects of that knowledge would make or break a level of success. These knowledge goods must be applied, nurtured, managed and utilized to the maximum extent possible by individuals and organizations (Hsu & Sabherwal, 2012) <sup>[8]</sup>. The life-cycles of knowledge—creating, developing, arranging, integrating, changing, transmitting, joining, using and safeguarding. These two aspects of knowledge must be effectively followed in all these affected fields. Knowledge has, in fact, been maintained for a long time, at least, implicitly. However, powerful and efficient tenentivity management requires fresh varieties and techniques and is focused on nearly any element of an entity or a corporate group. A new system and a traveling party of knowledgeable practitioners with a mix of genes we've never seen before really need to be produced (Ayinde *et al.*, 2021) <sup>[9]</sup>.

This challenge that we confront, its appeal and importance to organizations. It also recognizes the need for knowledge management by understanding the information of the organization. It applies organizational learning practices to highlight the framework of its knowledge base that pertained on improving knowledge based on effective information management and organizational learning practices perspectives. According to Santoro *et al.* (2018) <sup>[10]</sup>, a knowledge management system is a virtual warehouse of relevant information, critical to an organization comprising its knowledge workers. His observations that knowledge formed the basis on which an organization operated and worked confirmed this assertion that the organization was knowledge-based. Davenport similarly stated that no value could be added where there was no relevant and applicable data to work on. Knowledge in the economy became the "knowledge-based economy, and knowledge management emerged as a new discipline that gained tremendously appeal among scholars, consultants, and industry practitioners. Moreover, it has been stated that n traditional industrial technologies or craft skills provide the competitive advantage and performance but rather it's the knowledge that turned out to be the most important source for the continuity and success of the organization (Del Giudice *et al.*, 2016) <sup>[11]</sup>. Knowledge management is necessary in companies and other public or private organizations. It is viewed that knowledge management is a strategic management activity that aims to develop a learning and growth perspective, the intellectual capital framework provided by balanced scorecards. A growing learning organization is an organization in which activities are deployed and developed by knowledge management to improve all collaborators' creativity. The internal learning process is essential for developing and maintaining competence. Therefore, strategic leadership is imperative for successful knowledge management, which

will reflect positively on its production or service operations. There are many salient characteristics and critical issues involved in knowledge management, but the primary goal for knowledge management is that it attempts to implement and apply knowledge management to begin accumulating intellectual capital, leading to unique core competencies, which in turn enables superior performance. Some typical objectives are as follows: facilitating a smooth transition from those who retire to those who are successor hired in position, reducing company memory loss due to attrition and retirement, and finally, identifying critical resources and critical knowledge areas so that the company knows what it knows and does well, why establishing a toolkit of methods that can be used with individuals, with groups, and with the organization to stem the potential loss of intellectual capital (Downes & Marchant, 2016) <sup>[12]</sup>.

The first relates to the supply side and focuses on distributing and disseminating the organisation's knowledge within knowledge management processes (Esper *et al.*, 2009). It works to guide the organization in using the means most consistent with its ease of sharing knowledge among employees and benefiting from it. Internal stored knowledge. This strategy makes knowledge available to suppliers, customers and other organizations, called external applications (Kannan-Narasimhan & Lawrence, 2018) <sup>[15]</sup>. The second strategy relates to the demand side. It focuses on the processes of acquiring knowledge necessary for the organization and the generation and storage of knowledge within its management processes. Knowledge strategies concern the way to collect, concentrate, and disseminate knowledge to get the appropriate information in the right place and at the right time. In addition, points to consider when choosing these strategies include the available range of technologies. A blogging strategy is based on its use of technology and its storage of huge knowledge databases. Codification strategies are largely used in IT and other, more or less technological areas. A reason for choosing a codification strategy in this range is primarily the "scale in knowledge reuse". The idea is to have knowledge stored in a reusable form in a knowledge repository. Doing so would help others in a company present the same material in their projects (Newell, 2015) <sup>[16]</sup>. The blogging strategies are corresponding to the business strategy of the consulting company: the emphasis is made on efficiency, cost savings and cost leadership. In regard to what the clients of the consultants are valuable for: it is by half or a third lower fee than other consultants in this field. Personalization strategies are rather about people than technologies (Nissen, 2022) <sup>[14]</sup>. They advocate networking in person, over the phone, by email or video conferencing. Knowledge testers can, either aspect of personalization, correspond to a business strategy that aims at differentiation that is to be achieved through new solutions. I have found that similar knowledge management strategies were pursued in somewhat similar setting in the other sectors: companies in the polymer production industry pursued a codification strategy in case they were driven by concerns with efficiency or cost leadership, and, in case of differentiation concerns – the personalization strategies (Saifi *et al.*, 2016) <sup>[17]</sup>.

Explicit knowledge is the revealed form or the external form of tacit knowledge. Other definitions suggest features such as the ability to share, disseminate, reapply, teach (Supanitchaisiri *et al.*, 2020) <sup>[18]</sup>. Therefore, a convergence to notions of knowledge as a reflection of language and

communication skills and as a set of interconnected "fragments" or depictions of the physical and mental worlds of knowledge (Tacit Knowledge: The human mind contains Knowing much more than people can share with the outside world, or explain. Tacit knowledge is usually defined as abilities, experience, and theoretical thinking. The quality of tacit refers not only to what is known but also to what is known. Following the lead of linguists, for example, would suggest that tacit knowledge is part of what people know has not or cannot be exchanged. Interesting examples of types of tacit knowledge that put this knowledge in context. Skills or expertise in mastering tools or technological artifacts range from "knowing" how to ride a bicycle to flying a space shuttle (Carvalho, 2019) <sup>[19]</sup>. The best and most optimal use of human and material resources used within the framework of organizational work contributes to achieving the desired goals of using these resources with high efficiency and effectiveness. The best and most optimal use of human and material resources used within the framework of organizational work, which contributes to achieving the desired goals of using these resources with high efficiency and effectiveness (Braungart *et al.*, 2007) <sup>[20]</sup>. A set of characteristics and advantages that the organization possesses, represented by resources and core and organizational capabilities, which are difficult to imitate by other competing organizations operating in the same sector. The ability of the organization to provide results and the level of brilliance and excellence is achieved as a result of the creativity and innovative skills and ideas possessed by the working individuals. It is the organization's goal to monitor opportunities and sense of their opportunities results from strategic planning and clarity of the comprehensive vision and provides goals and resources for achieving organizational brilliance. (Kamel *et al.*, 2017) <sup>[21]</sup>.

The importance of organizational brilliance, as adopting the concept of organizational brilliance contributes to achieving the organization's goals by excelling in its performance and solving its problems in an effective manner that distinguishes it from other organizations. Also, facilitating the communication process between the organization's employees at all organizational levels and in all directions, as well as between the organization and its external environment. Then, the continuous pursuit of improving performance in all areas of the organization and maximizing profits. It helps the organization in providing continuous learning opportunities for employees through training and development programs to improve performance and develop skills and capabilities. It aims to clearly and deeply understand the various models and principles of organizational excellence and how to employ them in the process of managing organizational excellence. Adopting and adopting all concepts related to comprehensive quality management and excellence and making them necessary to apply at all organizational levels in the organization. Then, continuous improvement and fair evaluation of all individuals working in the organization, which contributes to increasing levels of organizational satisfaction and loyalty. Also, providing various means and successful procedures that contribute In achieving organizational brilliance, such as training and development programs to raise the level of their skills and knowledge, and continuous and comprehensive follow-up of the results achieved through self- or personal evaluation and according to the standards of excellence set by the organization's senior departments (Northcott &

Taulapapa, 2012) [22].

**Methodology**

The results of the research and their presentation indicated that by presenting the statistical description of the arithmetic average variable and the second variable, it is clear shown in the following table: table(1) the arithmetic average, standard deviation, and the coefficient of variation for the total of the two axes, the arithmetic mean of the first variable and the second variable was (4.31) and (4.29), respectively, as they are higher than the mean hypothesized, and the deviation standard was (0.47) and (0.56), respectively, the coefficient

of variation was (11.43) and (11.47), respectively. There is no need to search for the relative importance of each dimension of the independent variable and the results presented in table (1) of the order of (86) % and (86) %. Yes, this means that there is a consensus between the sample individuals on the answers that were included and the arithmetic mean for each of the two variables and the extent of the sample response's similarity. That is, the results are almost largely explained by the deviation standard and the coefficient of variation, as the researcher relied in forming these two variables on earlier efforts of the cognitive operation.

**Table 1:** Analysis of research variables

Variables	Arithmetic Mean	Standard Deviation	Coefficient of variation	Relative importance	The result
Electronic human resources management	4.29	0.47	11.43	%86	High inclination
Functionality	4.31	0.56	17.44	%86	High inclination

**Secound - Testing the first main hypothesis**

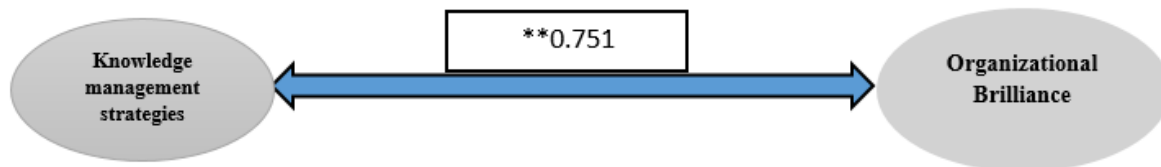
The first null hypothesis was formulated as follows: there is no significant correlation between knowledge management strategies and organizational brilliance. As it can be seen from table number (2), the correlation coefficient between knowledge management strategies and the organizational brilliance is 0.751\*\* at a highly significant level 0.000. Such a type of correlation is strong, highly significant, and positive as well. There are such such means of bonding as order 0.751\*\* meaning that any fluctuation or a change in the knowledge management strategies will be 0.751\*\* in the same direction in the organizational brilliance. All in all, it

should be pointed out that the nature of the relationship is a positive direct type of relationship, which is possible to characterize from the following perspective. In particular, any increase of the knowledge management strategies will increase, but it will not be possible to have the equivalent increase in the organizational brilliance. As a result, any decrease in such strategies will decrease, but it will not be possible to decrease the organizational brilliance as well at the same level. In such a way, the alternative hypothesis is accepted as follows: there will be a significant correlation between knowledge management strategies and organizational brilliance.

**Table 2:** Correlations analysis between the variables

		E.I	P.E
E.I	Pearson Correlation	1	751**
	Sig. (2-tailed)		0.000
	N	150	150
P.E	Pearson Correlation	751**	1
	Sig. (2-tailed)	0.000	
	N	150	150

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



Reflected in Table 2 is the correlation matrix showing that there is a strong and significant correlation at the level of significance (1%) between the knowledge management strategies variable and the organizational brilliance. The Value of the correlation Coefficient between them amounted of (0. 751) supports This result (the null hypothesis) which means that the company in the research sample have a clear perception of the extent to which the knowledge management strategies contribute to achieve organizational brilliance. Simulation of the estimated value of (0.751) in Table (3) shows this magnitude probability is very small and less than (0.0001).

**Third - Testing the Secound main hypothesis**

The second study hypothesis was that there is no effect of knowledge management strategies on organizational brilliance. This was tested through simple regression analysis. In line with this hypothesis, we formulated a relationship of significance levels and it can be summarized as the true value of the independent variable in relation to the dependent variable. The table results indicate that the value of by the method of time reached 111.5, and this means that there is an effect of knowledge management strategies on organizational brilliance of the organization under investigation, and since any change in knowledge management strategies will necessarily lead to a change at the same level in organizational brilliance, they are both



components at the same level of their strategic paths.  $\beta = 0.653$ , which implies that a knowledge management strategies of one-unit will result in one-unit increased organizational brilliance.  $R^2$  через coefficient of determination method as a descriptive measure also indicates that the accuracy of the as regression equation in predicting values with the percentage of the error reduction while in use is 96%. Table results provided, value of the constant  $\alpha = 1.485$  show that the performance value is 1.485 even if effect of performance, ie  $\alpha = 0$ . To take one unit of the predictor, you can now see that in this case there will be a 0.653 brilliant gain in the current organization. Table 4 shows that the value is equal to 0.57. This means that the occurrence of 0.41 of the

variance in the organization's knowledge management strategies is variance explained by the organizational brilliance that entered the model, and 0.32 is variance explained by factors that did not enter the research model. The moral value of 0.000 was shown in the outputs of the statistical system, which indicates that there is an effect of knowledge management strategies on organizational brilliance. The value of which is greater than the moral level of indicating the moral difference of the study variables and these variables in the research model. In this light, the null hypothesis of the study which says is rejected and the alternative hypothesis which says is achieved.

**Table 3:** Impact analysis of E-HRM on job performance

Independent variable	Regression coefficient	t	sig	R <sup>2</sup>	F	sig	Dependent variable	
Knowledge management strategies	A	<b>1.485</b>	<b>5.544</b>	<b>0.000</b>	<b>057</b>	<b>111.5</b>	<b>0.000</b>	Organizational brilliance
	B	<b>0653</b>	<b>10.56</b>	<b>0.000</b>				

### Conclusions and Recommendations

The increase in challenges organizations face in the twenty-first century requires organizations and institutions to ensure their employees' performance by creating a performance management system capable of raising the level of employee performance. Although the variables of the current study are not relatively new, the literature confirms that they are hot topics in business administration today and need to be studied and applied to such topics to reduce or address some of the problems that organizations suffer from. Previous cognitive efforts indicate that achieving organizational brilliance represents the goal of organization management, which made researchers and practitioners pay more attention and depth to search for the factors that help the organization achieve organizational brilliance through applying knowledge management strategies. One of the most important recommendations that we can offer to future research researchers is the necessity of expanding the study of the concept of knowledge management and its strategies because of their importance in supporting the ability of academic institutions to differentiate, innovate, advance, and continue developing the organization's information revolution. Also, organizations' performance levels must be improved by adopting an explicit formula for integrating performance management by taking an integrated view between the objectives of performance management and the organization's strategic objectives. This is through the introduction of performance management in the organizational brilliance of Iraqi organizations as one of the human resources management formations to take care of raising the performance of employees, which will be reflected in the organization. Therefore, it is necessary to provide the essential components for practising knowledge activities and adopt the application and concept of knowledge management strategies through practising the activities it includes.

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