

The Strategic Development of Agile Knowledge Worker Based on Human Capital and Knowledge Management Perspectives in Finance Division PT Pfizer Indonesia

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ABSTRACT

Radical and global changes in the world and also the fast development of knowledge economy era (Drucker, 1990) affected and forced all profit and non-profit organizations to be radically adaptive to the changes. Pfizer Inc, as one of the biggest pharmaceutical corporation in the world, also aware the needs to be adaptive in the radical change. Led by new CEO, Mr. Jeffrey B. Kindler, Pfizer keeps on enhancing and improving itself by conducting Pfizer transformation since early 2006. For Pfizer People, transformation is not a short cut process of reduction costs and restructurization, but transformation are mainly focused to develop healthier and better environment in the world as stated in Pfizer new motto in 2016: "Working for Healthier World™". In finance division PT Pfizer Indonesia, the improvement and enhancement process are led by conducting Finance Survey in 2006. The survey becomes the basic evaluation and the key indicator as Finance Performance. From some theories on human capital compiled with other theories, references and understanding on knowledge management, change management, culture management, learning organization and agile leadership, I summarize the new concept of agile knowledge worker. I strongly support that the limitation of this new concept can be the new thoughts and ideas of the human capital and knowledge management development and implementation.

Keywords: Transformation, Human Capital, Knowledge Management, Agile Knowledge Worker

RESEARCH BACKGROUND

Business change in the 21st century is characterized by rapid globalization, information and communication. The diversity of the world, fragmented within geographical and cultural boundaries, finally merged and integrated quickly through the power of information and communication. Peter Drucker calls the 21st century the era of knowledge society or knowledge economy which represents revolutions and organizations for transformation in the industrial field. One of the keys to success in supporting the success of organizations to adapt in this knowledge economy era is the ability to respond and implement changes in the organization (Reed, 2020).

How quickly and how effectively an organization is able to adapt to the pressures of change that occur in the external and internal sphere, will determine the extent to which the organization is able to achieve success (www.change-management.com). Leaders at Pfizer recognize that employees play a critical role in the successful transformation at Pfizer. Therefore, employees must be agents of change in addition to being followers and implementers of change themselves. However, as with every change, the transformation process gives rise to resistance. Before preparing people to adapt easily to change, it's important for leaders to understand why employees are resistant to change (Sanatigar, et al., 2017)

To anticipate overcoming the resistance that arises, management is required to be able to develop a system as an integrated solution (Aitken, 2019). This is what triggers and encourages the author to make the transformation and development of knowledge workers at Pfizer as a subject matter in this paper. In this journal, the author emphasizes on behavior change management, employee expectations as well as work quality and interpersonal relationships for all employees in the Finance division of PT Pfizer Indonesia.

Changes in the behavior of Finance employees are also driven by the use of increasingly sophisticated technological tools, so that it also requires higher technical mastery from each employee. These sophisticated technological tools include the ability to use computers and mastery of more sophisticated financial systems, which are on-line with each other (Rzepka & Bojar, 2020). The use of this advanced technology made the Finance division make a series of changes, including: changes in the organizational structure in Finance (Ioannis & Belias, 2020). Job rotations between departments, promotions and changes to job descriptions, and development of duties and responsibilities of individual staff are also designed in such a way as to achieve Pfizer's transformation goals.

To carry out each function properly, competent resources are needed to carry out the vision and mission of Finance as a division that fully supports the activities of stakeholders (Helfat & Peteraf, 2003) in Pfizer and to support the achievement of Pfizer's vision and mission globally. Without the support of competent resources, the Finance division only functions as a division that carries out financial transfer activities and records cash flow in and out.

The vision and mission of the Finance division in that period included being committed to becoming the best business partner for all stakeholders in PT Pfizer Indonesia, by implementing all of Pfizer's noble values in every business activity and daily life. The Finance Division is also committed to achieving total and comprehensive performance quality across the task force. The Finance Division is also committed to creating a work environment that can provide inspiration, spread positive energy to support the creation of a better and healthier Indonesia and run an organization based on a continuous learning process.

To achieve this vision and mission, Finance has made several new breakthroughs, including conducting a Finance Survey. In this survey the author acts as a questionnaire designer and its variables, the hail survey counter is assisted by staff from the Bureau of Statistics (BPS) and acts as the person in charge of the survey results in terms of communicating the results to the entire Finance and management team of PT. Pfizer New Zealand. The main purpose of this survey is to see the extent to which each employee views the performance of his department and division. Understand employee expectations of relationships between superiors, subordinates, co-workers and also the organization where they are sheltered, and understand employee expectations for personal development, including in expanding responsibilities, training programs that support career paths and expectations for future career development.

In addition, this study aims to measure the success rate of Finance as a business partner for stakeholders, in this case other divisions outside Finance, as a mirror that becomes a starting point towards division improvement, especially since the change of division leaders.

LITERATURE REVIEW

Knowledge Worker

High and solid readiness of human resources, making a complete contribution to the achievement of organizational performance through the intellectual capacity possessed by each knowledge worker working in the company (Zyngier & Venkitachalam, 2011). In addition, organizations can maximally empower the social skills aspects possessed by knowledge workers to maintain and develop the reputation of the organization or company. On the other hand, the organization must also be able to develop an integrated system that is able to improve and develop the competence of its employees based on knowledge based and be able to develop a system so that knowledge workers remain at home and loyal to work in an organization (Meher & Mishra, 2019).

In this era of knowledge economy, organizations need human resource management that is able to improve the competence and capability of the organization as a whole. This can be done, among others, by supporting the creation of knowledge creation, sharing and dissemination (dissemination) of knowledge. This is clearly illustrated by Gloet (2003), Meher & Mishra, (2019) describe the map of the relationship between Human Resources Management (HRM) and Knowledge Management:

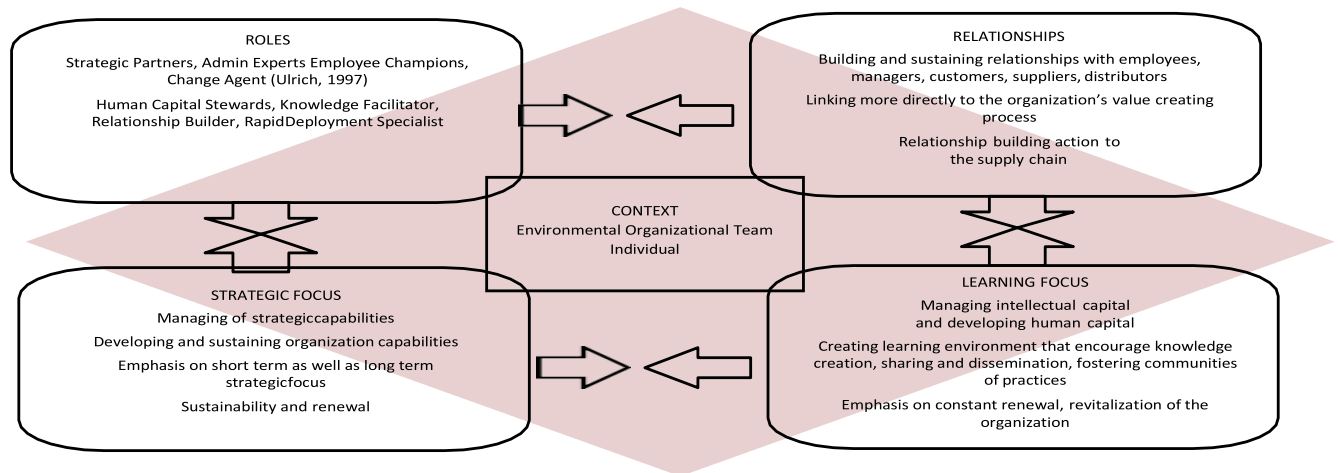


Figure 1. Relation Maps of KM & HRM Peta Hubungan antara KM & HRM (Gloet, 2004)

Human Capital & Knowledge Management

Understanding of Human Resources Management or HR management refers to the understanding of all strategies, policies, regulations, plans, processes and procedures used by an organization to improve, organize and develop human resources, so that existing human resources can make a complete contribution to the performance of an organization so that it can create profits (Helfat & Peteraf, 2003).

HRM also focuses on human capital development strategies and how to create sustained learning organizations through Knowledge Management. Mac Donald (2003) in Gloet (2004) identified a relationship between intellectual capital development through employee development programs which include core competency development, core curriculum and implementation of knowledge management so that it has added value for customers served by the organization (Kor & Mahoney, 2004).

To implement Knowledge Management, high HRM readiness is needed so that the HRD division is able to become a catalyst that creates an organizational culture and climate that supports a continuous organizational learning process. The understanding of culture is extracted from the noble values that exist in an organization, which refers to all norms and assumptions that guide the organization explicitly and implicitly on the way the organization thinks, acts, acts, or the overall way how the organization behaves to existing situations and conditions (Asoh, Belardo, & Crnkovic, 2007).

The organizational climate refers to statements in the organization that describe the internal conditions of the organization in how the relationship between the organization and its members, between one division and another, between superiors and subordinates, between departments in one division, and between individuals in an organization is greatly influenced by the role of HRM in creating relationships between members (Ortiz, et al., 2018).

Scope of Strategic HRM

HR Division has strong roles to implement knowledge management with some conditions such as Change management always refers to humans as subjects and objects of change itself; Understand that change must start from top management and start on day one of the change; Understand that change is different at every level in the organization (Scheepers, et al., 2004)

In addition, managers and staff have different contributions and roles in the change process; high trust between employees and management is required; and the willingness to create a climate that the change process becomes a joint project of all employees, not just management. HR Division is also required to be able to build open communication on organizational strategies and plans to succeed in change (Bloodgood, 2019). By informing employees of the goals of change and what requirements are required of management, so that they understand how to position themselves for change. Always pay attention to aspects and views of each individual in the organization, so that all complaints, ideas and suggestions regarding the change process can be accommodated by management; Prepare the organization for any consequences of the existing change process, including how to overcome resistance arising from employees to the process (Zyngier, Burstein, & McKay, 2006).

Implementing knowledge management by creating a culture of knowledge sharing is also one of the roles of the HRD division (Razzaq et al., 2019). To achieve success in creating a culture of knowledge sharing in the organization, several supporting factors are needed, including: Management is proactive in supporting knowledge-based performance and providing fair recognition for high performers (Razzaq et al., 2019). Periodically communicate the need for knowledge sharing and ask top management to be a model in Implement a culture of knowledge sharing (Zyngier et al., 2006). Support each employee to do knowledge sharing, among others, related to experience, knowledge and expertise they have with other employees. Provide time for employees to undergo the learning process flexibly, whether learning through formal education or informal discussions between employees. Implement knowledge management in the company's routine operational activities, rather than seeing knowledge management as exclusive and separate from daily business operations (Owen, 2006).

Agility

In New Webster's Encyclopedia edition (1998), Agile means: nimble, quick in action and movement. In other words, agile means agile, agile, agile (Reed, 2020). While agility refers to a person's agility, intelligence and agility, both physical agility and intellectual intelligence. (Contemporary English-Indonesian Dictionary, Salim, 1999). In the journal Agility International Briefing on Agility and Business Agility (Agility International© 2002) it is stated that agility began to be developed in the United States due to a decline in profits that greatly affected the economy and industrial sector in America (Rzepka & Bojar, 2020).

In this journal, it is explained that agility is a company strategy to provide a fast response to very radical and competitive business changes. The need for agility capabilities is based on four main principles, including: (a) serving customers, (b) mastering change, (c) mobilizing existing competencies and resources, and (c) the ability to compete in the industry, so that agility becomes a determining benchmark between the availability of existing products and services and can meet customer needs which can ultimately increase organizational profits (Gamad, 2019). In relation to change management, agility is not a determinant of the direction of change, but agility is closely related to the ability and competence to compete and be a winner in the competition. The Global Career Management Institute has conducted a survey to list the highest competencies needed by a leader (Sanatigar et al., 2017).

From respondents from 130 senior executives and HR professionals working in Fortune 500 companies, it was concluded that there are three highest sets of competencies needed today: (a) Ability to generate profit, (b) Ability to influence others through leadership (c) Agility (Lanigan, 2002). The author concludes that organizations or companies are able to survive and compete in this knowledge economy era if companies have the availability of human capital that has high agility capabilities, then companies can compete healthily so that organizational sustainability can be created (Joiner, 2014).

Learning Organization

Senge (1990) states that learning organizations are organizations that have the capacity to be able to create their own future. Learning organization as a group of individuals in the organization who continuously improve their self-competence to create all the innovations they are able to create (Maholtra, 1996). For this reason, Senge (1990) underlines that learning. A successful organization is indicated by the existence of (a) An individual learning process that runs well (b) The knowledge sharing process runs well, (c) Company culture supports learning processes and activities, (d) Employees are motivated and fully support to achieve goals (Liu, Ma, & Huang, 2015)

From the description above, the author can conclude that to be able to survive, compete and adapt to radical changes and fierce market competition, companies must have the ability to continuously explore the potential of individuals and organizations. Thus, organizations are able to create innovations and new breakthroughs that are implemented in a reliable business strategy. This can be realized if the organization is able to create a climate of intense learning and knowledge sharing among its knowledge workers.

Agile Knowledge Worker

From the description of theories and concepts about agility, learning organization, human resources management and knowledge management and human capital above, the author has not found a specific theory about agile knowledge workers (McKenzie & Aitken, 2012). For this reason, the author concludes the definition of agile knowledge worker as a professional worker who is in an institution, both profit and non-profit who has the ability to adapt to change. Its performance and leadership are able to contribute to the organization, so that the organization is able to provide services and meet consumer needs well (Horney, Pasmore, & O'Shea, 2010).

An organization can develop the quality of its human resources into agile knowledge workers if the organization has a structured system that integrates technological means with a high ability to learn and adapt. In addition, organizations must have full trust in their employees and support the creation of a sustainable learning environment. In this case, the role of leadership is the main determinant of the creation of organizations that have agile knowledge workers (Joiner, 2006).

The existence of agile knowledge workers in organizations is determined from the beginning, namely during the recruitment process. The recruitment process must be able to capture human resources who have high potential and ability, have the potential to develop optimally and have the willingness to learn (Sanatigar et al., 2017). Furthermore, the quality of agile knowledge workers is also determined by the existence of a training and development system that suits existing needs. The program is expected to be able to bridge the gap between competencies that have become current assets with the expected competencies of both technical and non-technical competencies (Gamad, 2019).

Agile knowledge workers also play an important role in the creation of a sustainable learning organization, by fully supporting the knowledge sharing session process both tacit and explicit knowledge so that the company / organization has the ability to adapt to change and can win the competition by being able to meet consumer needs (customer focus oriented).

RESEARCH METHODOLOGY

This paper was made with the aim of providing an alternative recommendation to the management of PT Pfizer Indonesia in compiling and implementing an "agile knowledge worker" development system, especially in the Finance division. In the early stages of writing, the author describes the condition of human capital readiness in the Finance division based on two survey results that the author made in mid-February 2006. The results of the survey become the author's main basis in formulating existing problems to develop strategies that the author will recommend for the development of human capital in the Finance division.

Furthermore, in the framework section, the author defines the criteria for "agile knowledge worker" in the Finance division based on the perspective of human capital, organizational learning and knowledge management. A detailed review of the implementation of these recommendations is spelled out in the conclusions and suggestions section.

RESULTS AND DISCUSSIONS

Respondents

The author tries to describe the current conditions in the Finance division with expectations for the future, based on the results of a survey that has been conducted in the previous few months. The survey is divided into two parts, namely: (a) Internal Survey. Respondents consist of 32 Finance staff, at the level of staff, supervisors, to junior managers (b) External Survey. The total respondents amounted to 430 people from all employees in all divisions spread throughout Indonesia. The other divisions that became respondents were Marketing, Sales, HRD, Legal Affairs, Corporate Affairs, Business Technology, Research & Development and Manufacturing.

Measurement Scale

Using the theory of Two Factors theory (Herzberg which measures the level of employee satisfaction on the factors that motivate them, including: (a) Internal Factors (Motivation Factors), namely the ability in the employee development system (advancement), the type of work itself (job itself), achievements in work (achievement) and the awards they receive (recognition) for the performance they have produced. (b) External Factors (Hygiene Factors), namely employee satisfaction with the way superiors supervise, as well as good relations with superiors, subordinates and all colleagues, among others, focus on customers, payment systems and business processes and communication (Ajagbe, et al., 2016).

In this survey, the author does not measure salary factors and physical conditions of the work environment which are also actually part of hygiene factors, so that the benchmark for the survey is non-material and non-physical factors. Before distributing the questionnaire, the management of the Finance division has outlined the level of satisfaction in each survey, which is at least 75%. This means that the level of satisfaction expected from all Finance employees with the determinants in the form of motivators and hygiene is at the level of 75%.

If the survey results are at least 75%, it means that the motivator factors and hygiene factors that exist have met employee expectations. However, if the survey results are below the level of 75%, it means that supporting factors: motivators and hygiene still need to be improved. For external surveys (respondents outside the Finance division within the scope of Pfizer), management determined the level of stakeholder satisfaction at the level of 70% in the sense, the level of satisfaction expected from internal stakeholders with the minimum Finance service was at the level of 70%.

If the survey results show that the level of satisfaction is at the level of 70% or more, it means that Finance has provided good service, and internal stakeholders are satisfied with Finance's partnering and services so far. If the survey results show a satisfaction level below 70%, it means that the Finance division must make full efforts to make improvements in all areas, especially in the areas of customer focus, payment systems and business processes and communication.

Problems and Alternative Solutions

Although almost all aspects in the results of both surveys show satisfaction levels between 63% - 77% which in general almost reach the 75% success criteria, the author sees aspects that need attention and become a point of departure for changes that can be made to improve agile knowledge worker performance.

The Finance Division at PT Pfizer Indonesia is an important point for the smooth running of the company's operational and business activities as well as being a gate keeper for all existing operational business activities. Because almost all business operations require funds and company funds are managed by the Finance division. For this reason, Finance must be selective and careful in carrying out financial control and reporting, recording all company assets, compiling company strategies and conducting internal audits and others.

The importance of the role of the Finance division at PT Pfizer Indonesia can be seen in the description of the duties of each department, namely: (1) Controllership Department, (2) Treasury, (3) Planning & Reporting, (4) Administrative (Citarasmi, 2007). Judging from the duties, functions and roles carried out by the Finance division above, the author believes that the Finance division requires high human capital readiness from each agile knowledge worker in each department.

The high availability of human capital readiness is also in line with the general strategic objectives of the Finance division to be achieved, among others: committed to being the best business partner for all stakeholders in Pfizer Indonesia, by implementing all of Pfizer's noble values in every business activity and daily life. Committed to achieving total and comprehensive quality of performance across all task areas. The Finance Division is also committed to creating a work environment that can provide inspiration, spread positive energy to support the creation of a better and healthier world, and run an organization based on a sustained learning organization.

Program Recommendations

From all the descriptions mentioned above, the author recommends steps that must be synergized at the organizational level (PT Pfizer Indonesia), at the division level (Finance) and at the individual level (agile knowledge worker) in Finance, including (a) Performance Management System (b) Employee Training and Development Program and Knowledge Management as Implementation of Organizational Learning.

Implementation Constraints

There are several obstacles that may be faced if the organization conducts knowledge sharing, including: organizational structure, management and the employees themselves. The author would like to advise the management of PT Pfizer Indonesia regarding several obstacles that may be faced in implementing knowledge management: (a) Lack of trust between team members, (b) Member needs are not considered, (c) Controls that are too tight and changes in the size of the organizational structure, leadership style and frequency of meeting schedules are increasing.

The important point in this regard is that participation in this implementation should be voluntary and not something that should be forced. Knowledge sharing should be used as a community of practice that has been institutionalized. The successful internalization of the knowledge sharing process can run well if there is a reward system given if agile knowledge workers are able to carry out this sharing process. Activities that lack focus and are not related to the business run by the company, may be caused by (a) Lack of adequate resources and lack of support from senior management and (b) Lack of appreciation from senior management for all achievements that have been made.

Critical Success Factor and Key Success Factor

To create success for the implementation of agile knowledge workers in the Finance division, the author recommends the following criteria among laimCritical Success Factors Conducting a Finance Survey at the end of the following year with the same format to achieve a satisfaction level of 80%.

Key Success Factors

This includes full support from management, support and cooperation with the HRD division, especially in the development of new systems and evaluation of the implementation of the system, full support from all Finance Leaders both morally and in concrete actions. Strong will and motivation from all agile knowledge workers at Finace.

CONCLUSIONS AND SUGGESTIONS

The HRD Division is expected to be able to conduct SWOT analysis of existing constraints and be able to work with management to manage all existing aspects so that the transformation process carried out in the organization is able to synergize as a whole for the success of achieving goals according to the shared MSI vision. From the recommendations that have been outlined, the author also suggests to management, especially the HRD division to create succession planning and talent management that is able to recruit, develop and retain agile knowledge workers in the Finance division.

The creation of a balanced reward and recognition system between workers is also a determining factor for the success of this program. Reward and recognition are not in the form of material / financial rewards alone, but the attention of management to agile knowledge workers in the form of morale rewards can also increase the motivation of agile knowledge workers. Moral rewards can be in the form of praise directly after achieving performance orally or in writing, being trusted to lead a new project, being included in training/meetings held in other regions (countries) to add insight, presenting new knowledge that he mastered or projects that he has completed successfully until promotion to a higher career level.

In addition, the author also wants to provide some views to the HRD Division and management of PT Pfizer Indonesia, steps that can be taken to overcome resistance that may arise in the implementation of this system as a whole, including periodically holding dialogue with employees about the situation and condition of the company, as well as what targets and achievements will be achieved, and the role and involvement of all employees in the process. For future research, the author suggests adding the good corporate governance variable as an independent variable, and trying to compare locus with companies engaged in the pharmaceutical industry.

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