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The Impact of Knowledge Management on Organizational Performance

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Abstract

This study aimed to investigate the impact of knowledge management on organizational performance Jordanian Energy and Minerals Regulatory Commission. The study used the balanced scorecard to measure organizational performance. The researchers adopted a descriptive quantitative approach. The study was conducted on a sample of 103 employees, from whom data was collected using a questionnaire. The data was analyzed using SPSS. The study revealed high levels of knowledge management implementation and an increase in the commission's organizational performance. Knowledge management has a significant impact on organizational performance, and knowledge management significantly affects every dimension of organizational performance. The study recommended that the commission increase its focus on knowledge sharing and application, as it is considered an important concept in raising the level of organizational performance.

Keywords: Knowledge Management, Organizational Performance, Balanced Scorecard, Energy Commission, Jordan

Introduction

The rapid acceleration of human knowledge and technological openness have transformed the nature of organizational work and intensified competition between organizations. This has posed unprecedented challenges to the business environment, particularly in vital service sectors such as insurance. The ability to effectively manage knowledge has become a prerequisite for enhancing competitiveness and improving organizational performance. Knowledge is no longer merely a supporting resource; it has become the most important resource upon which organizations rely in making decisions and developing their future strategies (Dalkir, 2005, 17).

Organizations that invest in, organize, and share knowledge are better able to confront change, capitalize on opportunities, and achieve effective performance. Knowledge management is a vital and important framework that enables an organization to transform knowledge into added value through the processes of knowledge generation, coding,

transfer, and application, enhancing its performance and its ability to innovate and adapt in changing business environments (Davenport & Prusak, 1998, 5–6).

Organizational performance is a reflection of an organization's overall capabilities in financial, operational, customer service, and learning, as well as its commitment to environmental sustainability. This is embodied in the Balanced Scorecard, developed by Kaplan and Norton (1996), as an integrated model for evaluating performance across its various dimensions.

The problem of this study lies in organizational performance in Jordanian Energy and Minerals Regulatory Commission. These companies face significant challenges in a rapidly changing and highly dynamic global environment, which has forced organizations to focus on performance and competitiveness for long-term sustainability. This requires achieving planned profits, increasing market share by convincing more customers, improving internal operations, and providing employees with more knowledge related to advanced technology, in addition to their focus on environmental aspects. Here, knowledge plays a crucial role as a supportive element for achieving the desired performance levels, whether explicit or implicit. Companies need to consciously identify the type of knowledge they need, and work to acquire, store, and share it among employees to leverage it in their practical applications.

Based on the above, the study problem can be defined in the following questions:

1. What is the level of knowledge management implementation in Jordanian Energy and Minerals Regulatory Commission?
2. What is the level of organizational performance in Jordanian Energy and Minerals Regulatory Commission?
3. What is the impact of knowledge management on organizational performance in Jordanian Energy and Minerals Regulatory Commission?
4. What is the impact of knowledge management on the financial perspective in Jordanian Energy and Minerals Regulatory Commission?
5. What is the impact of knowledge management on the customer perspective in Jordanian Energy and Minerals Regulatory Commission?
6. What is the impact of knowledge management on the internal operations perspective in Jordanian Energy and Minerals Regulatory Commission?
7. What is the impact of knowledge management on the learning and growth perspective in Jordanian Energy and Minerals Regulatory Commission?
8. What is the impact of knowledge management on the sustainable environmental perspective in Jordanian Energy and Minerals Regulatory Commission?

Study Objectives

1. To identify the level of knowledge management implementation in Jordanian Energy and Minerals Regulatory Commission.
2. To identify the level of organizational performance in Jordanian Energy and Minerals Regulatory Commission.
3. To identify the impact of knowledge management on organizational performance in Jordanian Energy and Minerals Regulatory Commission.
4. To identify the impact of knowledge management on the financial perspective in Jordanian Energy and Minerals Regulatory Commission.

5. What is the impact of knowledge management on the customer perspective in Jordanian Energy and Minerals Regulatory Commission.
6. What is the impact of knowledge management on the internal operations perspective in Jordanian Energy and Minerals Regulatory Commission.
7. What is the impact of knowledge management on the learning and growth perspective in Jordanian Energy and Minerals Regulatory Commission.
8. What is the impact of knowledge management on the sustainable environmental perspective in Jordanian Energy and Minerals Regulatory Commission.

Theoretical Framework

Knowledge Management

The concept of knowledge management (KM) has been used in management and organizational literature since the early 1990s. However, it has deeper roots, emerging in the mid-20th century through Peter Drucker's writings on the knowledge-based economy, which indicated that knowledge would be the new primary resource for organizations in the future (Davenport & Prusak, 1998, 6). Knowledge management is defined as a set of systematic and organized activities aimed at identifying, storing, distributing, and applying available knowledge within an organization, with the goal of enhancing organizational effectiveness and achieving competitive advantage (Serenko & Dumay, 2021, 4).

According to Dalkir (2017, 17), knowledge management is not merely a technical process; rather, it is a complete system that integrates human, technical, and strategic dimensions within an organization to create a dynamic environment that encourages the exchange of knowledge and its transformation into effective decisions and actions. Knowledge only gains value when it is effectively managed within what is known as the "knowledge market," where sellers, buyers, and intermediaries contribute to the transfer of knowledge within favorable cultural and organizational conditions. This interaction is a prerequisite for generating true value from knowledge management, as knowledge cannot be leveraged without clear mechanisms for its flow and investment within the organization (Davenport & Prusak, 1998, 65).

Knowledge management represents the institutional framework through which the flow of information and knowledge is organized and transformed into a strategic tool integrated into all operational processes and managerial decisions. This reflects the comprehensive nature of the concept, as it is not merely an information process but also a cultural and proactive approach (Vinokurov, 2016, 29).

Many researchers have pointed to various dimensions of knowledge management, with most previous studies agreeing on knowledge diagnosis, knowledge storage, and knowledge sharing as dimensions of knowledge management (Sivathanu, 2016; Alharbi & Aloud, 2024; Cui, 2025). While there are other studies that dealt with other dimensions, such as the study of Kourani (2018), which adopted other dimensions of knowledge management, namely: knowledge acquisition, knowledge storage, knowledge sharing, knowledge application, knowledge organization, and knowledge creation, the current study adopted the dimensions of knowledge management, namely: knowledge diagnosis, knowledge acquisition, knowledge storage, knowledge sharing, and knowledge application, because they represent an integrated system, in addition to their consistency with the current study community.

1. Knowledge Identification: Knowledge identification is the foundational and primary dimension of the knowledge management system. It aims to identify the type of knowledge available within the organization, whether it is explicit, documentable knowledge or tacit knowledge embedded in the minds and experiences of individuals. It also aims to identify its sources, locations, and relative importance to organizational performance. The importance of this dimension lies in enabling the organization to build a knowledge map that illustrates its knowledge assets and what it needs to develop or acquire (Bergeron, 2003, 34).

Dalkir (2005, 35) indicated that successful knowledge identification requires an organizational environment that motivates individuals to uncover and effectively share tacit knowledge. This dimension includes a range of activities, including analyzing internal and external knowledge sources and using tools such as interviews, document analysis, and knowledge questionnaires to identify knowledge locations and flows (Jennex, 2007, 122).

In the same vein, Davenport and Prusak (1998, 41) emphasized that organizations that are well aware of what they already know are better able to use knowledge as a strategic asset and make accurate and rational decisions. On the other hand, the literature indicates that the absence of a systematic and organized knowledge assessment leads to duplication of effort, loss of expertise, and a weakened ability to leverage existing knowledge, which negatively impacts the effectiveness of other dimensions of knowledge management, such as storage, sharing, and application (Serenko & Dumay, 2021, 6).

2. Knowledge Acquisition: The concept of knowledge acquisition represents one of the fundamental dimensions of knowledge management. It refers to the processes an organization undertakes to gather knowledge and information from multiple sources, whether internal (such as employee expertise and organizational practices) or external (such as suppliers, customers, partners, competitors, databases, and research centers). Acquisition is a vital and important step in filling knowledge gaps and renewing knowledge capital in systematic ways that support innovation and respond to environmental changes (Dalkir, 2005, 38).

Knowledge acquisition requires the ability to critically evaluate imported knowledge and its compatibility with the organization's needs and strategic context. Not everything acquired is useful; it must be analyzed and filtered to fit the nature of organizational processes (Bergeron, 2003, 55). Methods used to acquire knowledge include training courses, peer learning, exposure to good practices, participation in exhibitions and conferences, and learning from past experiences, both successful and unsuccessful (Jennex, 2007, 137).

Davenport and Prusak (1998, 52) emphasized that successful organizations do not simply acquire knowledge haphazardly and unorganized, but rather develop clear strategies that include mechanisms to assist in this acquisition and criteria that guide the evaluation, integration, and implementation processes. Serenko and Dumay (2021, 8) also noted that an organization's ability to acquire knowledge effectively is linked to an organizational culture that encourages learning and allocates the necessary resources and infrastructure to gather and transform knowledge into a tool for decision-making and performance improvement.

3. Knowledge Storage: The concept of knowledge storage refers to an organization's ability to organize and retain identified and acquired knowledge in a systematic and organized manner that allows for its retrieval and subsequent use when needed. This includes documenting knowledge in databases, document management systems, or procedural manuals, as well as recording practical experiences and successful practices in formal or informal knowledge repositories. This dimension represents the link between acquired knowledge and usable knowledge. Knowledge cannot be transformed into an effective tool and utilized unless it is clearly organized, archived, and categorized (Jennex, 2007, 145).

According to Dalkir (2005, 43), knowledge storage requires technical and organizational alignment. Storing explicit knowledge, such as documents and diagrams, may seem easy, but the real challenge lies in preserving tacit knowledge, which requires indirect documentation through recording organizational stories, interviews with experts, or developing guides of good practice. Bergeron (2003, 66) emphasized that the absence of a knowledge-based environment leads to frequent loss of expertise and a significant loss of knowledge assets, especially when employees move or retire.

Davenport and Prusak (1998, 64) point out that knowledge storage is not limited to technical means alone, but is also related to the organization's culture and its commitment to making knowledge available to all, regularly updating its knowledge repositories, and ensuring easy access to it. Serenko and Dumay (2021, 10) also noted that organizations with high knowledge performance often invest in intelligent systems for classifying and indexing knowledge, which enhances their operational efficiency and reduces the effort required to access knowledge.

4. Knowledge Sharing: Knowledge sharing is one of the most important and influential dimensions of knowledge management in achieving organizational value. It represents the bridge through which knowledge is transferred from individuals to work teams, and from units to the organization as a whole. It refers to the exchange of knowledge, expertise, and information between individuals, work teams, or departments within or outside the organization, with the aim of leveraging them to support decision-making, improve processes, and foster innovation. Sharing is a pivotal element in transforming individual knowledge into replicable and scalable organizational knowledge (Dalkir, 2005, 49).

Davenport and Prusak (1998, 70) noted that knowledge does not achieve its full potential unless it is shared and applied, and that the greatest challenge in this dimension is not a lack of knowledge, but rather a failure to share it due to weak trust, lack of incentives, or the absence of a culture of collaboration. Bergeron (2003, 88) also noted that organizations that encourage knowledge sharing often use multiple tools such as knowledge communities, electronic portals, and discussion groups, in addition to incentive systems that honor individuals who share their knowledge with others.

From an organizational perspective, knowledge sharing is influenced by several factors, most notably organizational culture, the degree of openness between departments, trust among employees, reward systems, and the level of knowledge empowerment granted to employees (Jennex, 2007, 151). Serenko and Dumay (2021, 12) explained that effective participation requires removing psychological and organizational barriers for individuals by

involving them in decision-making and encouraging a culture of questioning and collective learning. Knowledge sharing is a direct catalyst for renewing institutional knowledge, enhancing organizational learning, and achieving adaptation to external changes. Furthermore, the weakness of this dimension often leads to knowledge monopolization, repetition of errors, and declining levels of innovation and responsiveness, which undermines overall knowledge management efforts in contemporary organizations.

5. Knowledge Application: Knowledge application is the critical dimension of the knowledge management system. The success of all the previous dimensions is measured by the organization's ability to transform stored and circulated knowledge into effective decisions, organizational practices, and improved products or services. Knowledge is of no value unless it is used to improve performance, solve problems, or support development and innovation processes. This dimension means integrating knowledge into daily operations, incorporating it into administrative systems, and employing it to support strategic and operational decision-making (Dalkir, 2005, 57).

Bergeron (2003, 101) emphasizes that available knowledge must be accessible and easy to use by employees at all levels. This is achieved by providing appropriate tools and training individuals on how to effectively apply their knowledge. Jennex (2007, 162) also explained that many organizations possess a vast amount of knowledge, but fail to realize its value due to weak application mechanisms or a lack of integration between knowledge and operational systems. Davenport and Prusak (1998, 81) noted that knowledge application does not occur automatically, but rather requires an organizational environment that supports knowledge-based decision-making and encourages the use of past experiences to guide future action. Serenko and Dumay (2021, 15) also noted that successful organizations often incorporate knowledge into process design and regularly review application results to determine the effectiveness of the knowledge used.

Organizational Performance

Organizational performance is a central concept in management science. It reflects an organization's ability to achieve its strategic objectives efficiently and effectively, by utilizing its material and human resources, even in a dynamic environment. Definitions of organizational performance have varied depending on the approach adopted by the researcher. While the traditional approach has focused on financial indicators such as profitability and return on investment, a more comprehensive approach has emerged that focuses on measuring performance across multiple dimensions, including operations, human resources, customer satisfaction, organizational learning, and the environmental dimension.

Organizational performance can be defined as the results achieved by an organization in implementing its missions and objectives. This is measured through a set of quantitative and qualitative indicators that reflect the efficiency and effectiveness of utilizing available resources (Abu Madi, 2018, p. 14). Kaplan and Norton (1996, 7) argue that organizational performance should not be measured solely by financial outcomes, but should also include other indicators such as customer satisfaction, internal processes, and learning and growth. They emphasize that organizational performance represents an interconnected system that contributes to transforming vision into strategic reality.

The concept of organizational performance has evolved to keep pace with competitive and technological changes. Kaplan and Norton (1996, 288) indicated that relying solely on financial indicators is no longer sufficient, calling for the integration of non-financial measures that reflect the true value of organizational performance, such as innovation and service quality. Niven (2002, 25) also demonstrated that organizational performance reflects the organization's strategic health and its ability to create value, calling for the adoption of a balanced performance measurement model that integrates financial and non-financial dimensions.

The dimensions of organizational performance have been addressed in various and varied studies, such as Al-Dhiabat (2017) and Rodríguez-Peña (2021), who adopted the financial dimension to measure organizational performance. Others adopted learning and growth, customer service, and internal processes as dimensions of organizational performance (Al-Balushi et al., 2023). Meanwhile, Soares and Perin (2020) used the following dimensions of organizational performance: learning, objective versus subjective performance measures, single-component versus multi-component performance measures, cost-based versus revenue-based performance measures, and institutional performance measures. The current study adopted the dimensions proposed in the balanced scorecard: the financial perspective, the customer perspective, the internal processes perspective, the learning and growth perspective, and the environmental sustainability perspective which are adopted in many recent studies (Abu alhaija & Alkshali, 2024; Cui, 2025; Serenko & Dumay, 2021; Li et al., 2020; Sivathanu).

1. Financial Perspective: The financial perspective is one of the fundamental dimensions of the Balanced Scorecard model. It aims to evaluate performance in terms of an organization's ability to achieve its economic and financial objectives. This dimension focuses on indicators such as profitability, return on investment, cash flow, and sales. These indicators reflect the organization's ability to achieve economic results that ensure its continuity and expansion. Financial indicators are considered the ultimate measure of an organization's performance, reflecting the success of the strategies pursued to enhance profitability, growth, and market value. They point out that these indicators are the final outputs of other operational and strategic activities, and are often used by investors to evaluate the efficiency of managerial performance (Kaplan & Norton, 1996, 25).

Niven (2002, 31) explained that the financial perspective should not be separated from the other dimensions, but rather should be integrated with them, because successful financial performance is a direct result of successful internal operations, customer satisfaction, and organizational learning. Abu Madi (2018, 14) explains that the financial dimension represents the cornerstone of evaluating organizational performance, and includes indicators such as net profit, growth rate, return on investment, and the ability to self-finance. He adds that these indicators are used as a basis for making strategic decisions, especially in environments characterized by high competition and pressure on resources.

Financial perspective is the focus of the other dimensions, as the focus of attention on the other dimensions is on the financial dimension. It determines the expected economic performance of the organization and includes measuring the economic impacts that help the organization implement its strategy by providing due diligence on financial aspects and linking

financial objectives to customer-related procedures, internal operations, and financial processes. The financial dimension seeks to reduce costs and increase revenues by increasing customer value and shareholder value. It aims to guide the organization towards appropriate investment of financial, material, human, and technological resources, as financial objectives are the goal that the organization aspires to achieve in its strategy. This dimension includes many indicators such as profitability, productivity, cash flows, sales, economic value added, and return on equity. A smart organization is one that relies on the indicator with the strongest strategic weight.

2. Customer Perspective: Organizations seeking long-term success cannot rely solely on financial indicators. Rather, they must achieve customer satisfaction by focusing on the value provided, quality, and continuous engagement with their changing needs. The Balanced Scorecard incorporates a set of metrics related to the customer perspective, most notably: customer satisfaction, market share, customer retention rates, and the level of customer complaints (Kaplan & Norton, 1996, 29).

Niven (2002, 36) asserts that the customer perspective is considered the "external eye of the organization," reflecting the assessment of the party most influential in the continuity of the business. He suggests that this dimension be formulated in line with the organization's strategy, whether it focuses on service excellence, market leadership, or innovation. This requires the design of indicators that actually measure the alignment of the organization's performance with its promises to customers. Abu Madi (2018, 17) believes that an organization's success in gaining customer satisfaction is one of the factors that explain sustainable financial performance and enhances market share stability in highly competitive environments.

Customer perspective is the link between the financial dimension and the internal operations dimension. It describes the interaction between customer needs and the organization's strategy. It includes managers' knowledge of target customers and the superior value they must deliver, as well as establishing close relationships with them to understand their needs and, consequently, meet shareholder expectations. The customer dimension focuses on the target markets in which organizations compete, identifying the value customers perceive, and the organization's objectives for acquiring and retaining customers to achieve sustainability. The financial dimension includes numerous indicators, such as market share, customer retention, acquisition, customer satisfaction, supplier satisfaction, quality maintenance, loyalty, and on-time delivery.

3. Internal Operations Perspective: Organizations seeking to improve their performance must evaluate the performance of their internal operations not only in terms of efficiency, but also in terms of innovation, service quality, responsiveness, and operational flexibility. This dimension helps management track the essential activities that contribute to customer satisfaction and financial excellence (Kaplan & Norton, 1996, 34).

The internal operations perspective represents the operational core of the organization and should include a comprehensive assessment of the value chain, focusing on elements such as workflow efficiency, management effectiveness, quality control techniques, and the ability to continuously improve using standard metrics linked to specific stages of the

production or service delivery cycle to ensure accurate measurement and clear feedback (Niven, 2002, 39).

Abu Madi (2018, 19) noted that governmental and non-governmental organizations are increasingly paying attention to improving their internal performance, especially in light of the escalating challenges related to quality and governance. He suggests that this dimension be measured through indicators such as error rate, operational efficiency, completion time, and internal innovation rates.

Internal operations perspective encompasses all the processes and procedures an organization must adopt. This involves the effective operation of internal operations and their design in a manner consistent with market trends. It also includes the implementation of necessary measures to protect the organization from incurring additional costs in time and money. It also works to continually update internal plans and operations, anticipate problems and take the necessary measures to address them, enhance internal communications, and focus on research and development. This, in turn, enhances the organization's ability to adequately deliver its products, serve customers, provide after-sales services and logistics, and maintain the required quality. This ensures added value and satisfaction for customers and shareholders. The internal operations dimension includes numerous indicators, such as: production cycle time, feedback on process outputs, quality of process outputs, assessment of supplier reliability, manufacturing cycle time, number of stockouts, assessment of product defects, and manufacturing costs.

4. Learning and Growth perspective: Organizations cannot achieve financial results or customer satisfaction without a solid knowledge and human capital base. Hence, the Balanced Scorecard focuses on the dimension related to organizational learning and organizational empowerment, through three key elements: employee capacity, information systems, and a motivating organizational climate (Kaplan & Norton, 1996, 39).

The learning and growth perspective is considered a cornerstone of future organizational performance, requiring accurate measurement of indicators such as training rates, employee satisfaction, turnover rates, and knowledge sharing among individuals and teams. Organizations that invest in individual learning and innovative solutions achieve higher and more sustainable performance in the long term (Niven, 2002, 41). Focusing on human capital and enhancing employee capabilities has become a necessity, especially in light of recent management transformations, as learning and growth are not goals in themselves, but rather a means to achieve excellence in other performance dimensions (Abu Madi, 2018, 20).

The learning and growth perspective creates an organizational structure capable of implementing the strategy. It includes investing in the organization's human resources using various training methods, continuous learning, and creating an appropriate work environment. This aims to bridge the skills gap, positively impacting employee performance and achieving outstanding performance. This is achieved by equipping employees with the required capabilities and skills, deepening their knowledge of operational processes, facilitating access to required information, promoting innovation and customer sensitivity, achieving alignment between human capabilities, information systems, and the organizational climate, strengthening communication channels within the organization,

enhancing participation in the decision-making process, working to find solutions to problems, and developing and maintaining organizational culture. This, in turn, enables the financial, customer, and internal operations dimensions, enabling employees to develop products that customers need, keeping pace with current developments, thus achieving the organization's goals and achieving market excellence.

5. Environmental Sustainability Perspective: There is a growing global trend in governmental and non-governmental organizations to integrate environmental sustainability into the components of the balanced scorecard, reflecting a more mature understanding of the organization's responsibility toward society and the environment (Abu Madi, 2018, 23). Leading organizations are incorporating environmental sustainability metrics into their scorecards, not just as ethical values, but as a strategic tool for enhancing added value and balancing economic growth with environmental conservation (Kaplan & Norton, 2001, 56). Niven (2002, 52) adds that contemporary organizations seeking to achieve sustainable performance must integrate environmental indicators into their management models, such as energy consumption, recycling, waste reduction, and environmental compliance. He asserts that these indicators have become a standard for assessing an organization's commitment to long-term values, not just immediate profits.

The environmental perspective is considered part of the social responsibility of contemporary organizations. It works to achieve a balance between political, social, cultural, legal, and ethical aspects, and ensures the appropriate design of the organization so that it is able to meet environmental and legislative requirements. This is achieved through the application of environmental knowledge aimed at protecting the organization's internal and external environment, ensuring compliance with government rules and laws, and cooperating with regulatory authorities. This ensures the organization's protection from violations and its ability to overcome regulatory, economic, social, cultural, and political problems. This also includes spreading environmental awareness, providing information about the internal and external environment, identifying mechanisms for dealing with it, implementing occupational safety and security requirements, adhering to internal rules and laws, achieving financial savings, reducing costs, and enhancing the ability to make appropriate decisions. This is all done to achieve the stated environmental goal, ensuring economic benefits, whether financial or non-financial, thereby increasing the organization's value.

Relationship between Knowledge Management and Organizational Performance

Some studies have indicated a relationship between knowledge management and organizational performance. This includes the study by Al-Balushi et al. (2023), which aimed to test the impact of knowledge management on organizational performance in the Ministry of Education in the Sultanate of Oman. The study concluded that there is a significant correlation and influence of knowledge management on improving organizational performance in the ministry. Alharbi and Aloud (2024) also indicated a statistically significant direct effect of knowledge management on improving organizational performance. Cui's (2025) study, which aimed to explore the impact of dynamic knowledge management capabilities, AI-enabled knowledge sharing, knowledge-based organizational support, and organizational learning on job performance in a number of Chinese technology companies, also showed a significant correlation and influence of knowledge management on improving organizational performance.

The study by Li et al. (2020) sought to understand the impact of knowledge management practices on organizational and entrepreneurial performance. It was found that there is a significant correlation and influence of knowledge management on improving organizational performance. In addition, the study by Al-Dhiabat (2017) aimed to understand the impact of knowledge management strategies on organizational performance, testing the mediating role of entrepreneurship. The results of the study showed a statistically significant impact of knowledge management strategies on organizational performance. Al-Rubaie and Shawish's (2025) study also explored the impact of knowledge management on organizational performance in the Yemeni telecommunications sector. The results indicated a significant impact of knowledge management on organizational performance in companies operating in this sector. Ibojo and Mobolade (2023) also indicated a positive and significant relationship between knowledge acquisition and organizational performance. The study results showed that improving knowledge acquisition processes leads to increased revenues, enhanced financial strength, improved public image, and raised organizational reputation.

Hypotheses

Ho1: There is an impact of knowledge management on organizational performance in Jordanian Energy and Minerals Regulatory Commission.

Ho2: There is an impact of knowledge management on the financial perspective in Jordanian Energy and Minerals Regulatory Commission.

Ho3: There is an impact of knowledge management on the customer perspective in Jordanian Energy and Minerals Regulatory Commission.

Ho4: There is an impact of knowledge management on the internal operations perspective in Jordanian Energy and Minerals Regulatory Commission.

Ho5: There is an impact of knowledge management on the learning and growth perspective in Jordanian Energy and Minerals Regulatory Commission.

Ho6: There is an impact of knowledge management on the environmental sustainability perspective in Jordanian Energy and Minerals Regulatory Commission.

Measurement

This study was conducted on employees of the Jordanian Energy and Minerals Regulatory Commission. The study adopted a comprehensive survey method for all 200 employees at the Commission, and 103 valid questionnaires were retrieved for statistical analysis.

The study relied on a questionnaire to collect data. The first part covered demographic characteristics of the employees in the study population. The second part included 25 items to explore the dimensions of knowledge management. These items were developed using a set of previous studies (Djangone & El-Gayar, 2021; Ibojo & Mobolade, 2023; Ngoc-Thang, 2020; Dei et al., 2023). The third part of the questionnaire included 25 items to explore the content of organizational performance dimensions as measured by the balanced scorecard. The researchers relied on previous studies to develop the items in this part (Gazi et al., 2022; Yakubu & Tornyeva, 2025; Cui's, 2025).

Results

Table 1 shows the demographic characteristics of the study sample. The results of the descriptive analysis show that the majority of employees in the sample were female, with a frequency of 57, representing 55.3%. Regarding age, the concentration was in the age group

30-less than 40 years, with a frequency of 48, representing 46.6%. Regarding experience, the majority of employees had less than 10 years, with a frequency of 52, representing 50.5%. As for education, the concentration was in the bachelor's degree, with a frequency of 74, representing 71.8%.

Table 1
Demographic characteristics

Variable	Frequency	Percentage
Gender		
Male	46	44.7
Female	57	55.3
Age (years)		
Less than 30	18	17.5
30- less than 40	48	46.6
40 - less than 50	26	25.2
50 and more	11	10.7
Experience (years)		
Less than 10	52	50.5
10- less than 15	18	17.5
15- less than 20	17	16.5
20 and more	16	15.5
Education		
Diploma	10	9.7
Bachelor's	74	71.8
Master's	16	15.5
PhD	3	2.9

Table 2 displays the descriptive statistics results of the study sample employees' responses to the questionnaire items. The results indicated that employees' responses to the items related to knowledge management and organizational performance were at a high level. The mean values for the knowledge management dimensions items ranged between 4.171 and 4.410 on a five-point scale. The same applies to the organizational performance dimensions items; all responses were at a high level, ranging between 4.196 and 4.485, with the exception of the financial perspective items, where the response level for these items was 3.579, which is medium. Cronbach's alpha coefficient of reliability exceeded 0.70, which is considered the lowest acceptable value, indicating the presence of internal consistency among the questionnaire items.

Table 2
Descriptive statistics

Dimension	Items	Alpha	Mean	St. deviation
Knowledge Identification	5	0.869	4.204	0.682
Knowledge Acquisition	5	0.970	4.410	0.4717
Knowledge Storage	5	0.870	4.216	0.648
Knowledge sharing	5	0.862	4.171	0.609
Knowledge application	5	0.846	4.074	0.607
Financial Perspective	5	0.840	3.579	0.739
Customer Perspective	5	0.833	4.353	0.553
Internal Operations Perspective	5	0.787	4.196	0.522
Learning and Growth Perspective	5	0.762	4.200	0.535
Environmental Sustainability Perspective	5	0.861	4.485	0.523

Table 3 shows the results of testing the study's hypothesis H1, which concerns the impact of knowledge management on organizational performance. This hypothesis was tested using multiple regression coefficient. The test results indicated that there is a significant impact of knowledge management on organizational performance. The value of R^2=0.620, which means that knowledge management contributes 62% of the variance in organizational performance. The value of F=31.684 with a significance level of Sig.=0.000. Considering the significance of the dimensions of knowledge management on organizational performance, it is noted that all dimensions were significant with the exception of the learning and growth perspective, which had a insignificance level of Sig.=0.870, which is higher than 0.05.

Table 3
Impact of strategic leadership on crisis management effectiveness

Variable	B	Beta	T	Sig.
Financial Perspective	0.129	0.205	2.415	0.018
Customer Perspective	0.172	0.190	2.381	0.019
Internal Operations Perspective	0.210	0.318	3.311	0.001
Learning and Growth Perspective	0.011	-0.016	-0.164	0.870
Environmental Sustainability Perspective	0.194	0.275	3.280	0.001
	R^2 =0.620	F=31.684	Sig.=0.000	

Table 4 presents the results of testing hypotheses H2, H3, H4, H5, and H6, which were tested using a simple regression coefficient. The hypotheses in Table 4 relate to the impact of knowledge management on each dimension of organizational performance according to the balanced scorecard (financial perspective H2, customer perspective H3, internal operations perspective H4, learning and growth perspective H5, and environmental sustainability perspective H6). The test results indicated a significant impact of knowledge management on all dimensions of organizational performance, with significant explanation percentages reaching 66.2% for financial perspective, 50.4% for customer perspective, 71.1% for internal operations perspective, 71.8% for learning and growth perspective, and 62.3% for environmental sustainability perspective, with a significance level of 0.000.

Table 4
Impact of strategic leadership and financial, customer, internal operations, *learning and growth and environmental sustainability perspective*

Hypothesis	**R^2**	**F**	**Sig.**
H2	0.662	197.745	0.000
H3	0.504	102.666	0.000
H4	0.711	248.037	0.000
H5	0.718	256.587	0.000
H6	0.623	167.045	0.000

Discussion

In this study, the researchers attempted to verify the impact of knowledge management on organizational performance. The results of the descriptive analysis revealed a high level of knowledge management implementation at the Jordanian Energy and Minerals Regulatory Commission. The Commission continuously diagnoses knowledge after identifying its sources, attempts to acquire the required knowledge through collaboration with other institutions, and uses systems and technologies to store and classify it to facilitate access and sharing, with the goal of employing it to improve product quality by employees. The results indicated a high

level of organizational performance, as the Commission's customers express satisfaction with the quality of its products. Furthermore, errors in internal processes are analyzed to improve them, training and development programs are provided for employees, and the Commission is committed to reducing the environmental impact of its operations.

The results of the study's hypothesis testing revealed a significant impact of knowledge management on organizational performance at the Jordanian Energy and Minerals Regulatory Commission. Furthermore, knowledge management has a significant impact on every dimension of organizational performance measured by the Balanced Scorecard. The organization's ability to identify knowledge, identify its sources, encourage employees to acquire this knowledge, and store it so it can be retrieved when needed and shared for use in modifying policies and developing innovative products all positively impact customer satisfaction, innovation in work methods, the acquisition of new skills related to their work, and the rational use of resources.

The study's findings highlight the importance of knowledge management in organizational performance for all types of organizations operating in the private and public sectors. Achieving the goals set by management requires knowledge that enables it to develop its internal processes in pursuit of desired growth. Furthermore, customer satisfaction is a crucial factor in ensuring continued engagement with any organization.

Recommendations

1. Promote the translation of new knowledge into actual work practices by modifying policies, utilizing it in daily work practices, and developing new innovations to serve customers.
2. Promote knowledge sharing by facilitating employee access to stored information and providing search interfaces to retrieve stored knowledge.
3. Enhance internal processes by identifying and correcting recurring bottlenecks in certain processes, in addition to ensuring coordination between departments to ensure operational efficiency.

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