Investigation of Balanced Scorecard Measurement Method for Academicians Knowledge in Universities

Zainab Amin1, 2, Awanis Romli2, 3
1Faculty of Science, University of Basra, Basra, Iraq
2Faculty of Computer Systems & Software Engineering, Universiti Malaysia Pahang 26300 Kuantan, Pahang
3Information System Research Group, Faculty of Computer Systems & Software Engineering, Universiti Malaysia Pahang, 26300 Gambang; Kuantan, Pahang; Malaysia
Corresponding author Email: rrr_livemoon@yahoo.com
Received: 27 June 2017   Accepted: 31 august 2017

The tacit knowledge of workers represents one of the main competitive advantages resources in the organizations. The management of tacit knowledge resources is difficult due to intangibility nature of these resources. The evaluation of workers knowledge is important to enhance the business operations in the organizations based on the performance and value of knowledge resources. One of the main knowledge evaluation approaches is the balanced score, which aims to evaluate the workers knowledge based on the knowledge performance level (knowledge quantity and quality), and knowledge value (financial revenue). The main objective of this research is to investigate the importance of adopt effective key performance indicators to evaluate worker knowledge levels based on balanced score method. The academicians in universities represent the scope of this research. To address the research objective, a questionnaire survey was conducted with 35 academic staff from three universities in Iraq. In order to address the main objective of this research, the frequency, descriptive, and correlation analyses were conducted to address the research objective and test the research hypotheses. The significant results of the collected data show that the is a lack in evaluate the academicians’ knowledge in universities using effective methods. The evaluation of academicians’ tacit knowledge is very important to manage the knowledge resources in universities. The knowledge evaluation based on balanced score indicators considered as useful method to evaluate the academicians’ knowledge effectively based on the quantity, quality, and financial indicators. The contribution of this research is represented by the suggestion of balance score method to enhance the tacit knowledge evaluation in the university.

Keywords: KPI, Balance Score, Tacit Knowledge, Academicians, Universities.

1. INTRODUCTION

Knowledge is commonly defined as the combination of experiences, values, and expert insights that assist in the evaluation and incorporation of new experiences and information1. There are two main kinds of knowledge; (1) explicit knowledge which store and codify in different formats like an electronic database or printed manual2 and (2) tacit knowledge which represent the knowledge that is stored in employee’s minds as working experiences and skills3.

The performance of working activities is affected by the ways that the employees do their tasks using their tacit knowledge4. Khodakarami and Chan3 mentioned that the organizations focus on developing useful tacit knowledge that helps them implement businesses strategies successfully. The accurate tacit knowledge allows the employees to innovates new working solutions, solve the working problems, and make their decisions in right time6.

Thus, the quality and profits of services and products could be enhanced, which increase the competitive advantage level of the organizations5.

According to Arthur4 and Kidwell7, universities can benefit from Knowledge Management (KM) implementations in four areas; academic researches, curriculum development, the universities strategies i.e. administration activities, and teaching activities. The main source of knowledge comes from academic staff, and this knowledge is tacit in nature. Therefore, effective KM requires effective management of tacit knowledge of academicians, who have various experiences in different areas.

Due to the importance of tacit knowledge, universities need to measure and evaluate tacit knowledge of academic staff as a means to determine their performance level based on tacit knowledge8. However, measuring tacit knowledge is a challenge for a university due to its...