

African Journal of Business, Economics and Management

journal homepage: <https://academiansedu.org/ajbem/>

Review Article

Strategic Management, Knowledge Management, and Information Systems in the Public Sector: An Integrated Framework for Enhancing Organizational Performance

Dauna Yasin^{*1}, Oloyin Abdullah², Idera Hakm³^{*}Dept. of Economics(Mosul University). Mosul,Iraq.

ARTICLE INFO

Article history:

Received 6 March 2026

Received in revised form 5 May 2026

Accepted 16 May 2026

Available online 25 June 2026

Keywords:

strategic management, knowledge management, information systems, public sector, emerging economies,

ABSTRACT

Public sector organizations worldwide face unprecedented challenges in delivering efficient, effective, and responsive services while operating under resource constraints, bureaucratic structures, and increasing demands for transparency and accountability. This paper examines the interconnected roles of strategic management, knowledge management (KM), and information systems (IS) in enhancing public sector organizational performance. Through a systematic review of contemporary literature and case studies from emerging economies, this research identifies the key facilitators, barriers, and outcomes associated with the implementation of these management practices in public sector contexts. The findings reveal that strategic management provides the overarching framework for organizational direction and public value creation, while KM serves as the mechanism for capturing, retaining, and transferring institutional knowledge, and IS functions as the technological enabler that facilitates these processes. However, significant barriers persist, including bureaucratic inertia, hierarchical structures, limited incentives for knowledge sharing, policy fragmentation, and weak evaluation cultures. The study proposes an integrated framework that aligns strategic management, KM, and IS to create synergistic effects on organizational performance. Practical recommendations include strengthening strategic literacy of human resources, implementing technology-based monitoring and evaluation systems, fostering knowledge-sharing cultures, and increasing stakeholder participation in planning processes. This research contributes to the limited empirical literature on public sector management in developing and emerging economy contexts and provides actionable insights for policymakers and practitioners seeking to enhance public sector effectiveness.

1. Introduction

1.1 Background and Context

The public sector plays a pivotal role in driving economic development, ensuring social welfare, and maintaining governance structures across nations. In recent decades, public organizations have come under increasing pressure to improve efficiency, enhance service quality, and demonstrate accountability to citizens and stakeholders (Joyce, 2015). These pressures have intensified in emerging economies, where rapid economic growth, demographic changes, and evolving citizen expectations demand more responsive and effective public institutions (Yshikawa-Arias & Arana-Barbier, 2026).

Three interconnected management approaches have emerged as critical tools for addressing these challenges: strategic management, knowledge management (KM), and information systems (IS). Strategic management provides the framework for setting organizational direction, allocating resources, and achieving long-term objectives (Joyce, 2015). Knowledge management enables organizations to capture, store, transfer, and apply knowledge effectively, thereby enhancing organizational learning and innovation (Yshikawa-Arias & Arana-Barbier, 2026). Information systems serve as the technological infrastructure that supports these processes, enabling efficient data processing, communication, and decision-making (Clarke, 2007).

Despite the recognized importance of these approaches, research on their implementation in public sector contexts—particularly in emerging economies—remains fragmented and underdeveloped (Yshikawa-Arias & Arana-Barbier, 2026; Massaro et al., 2015). Much of the existing literature has focused on private sector organizations in developed countries, with limited attention to the distinctive challenges and opportunities facing public institutions in developing contexts (Yshikawa-Arias & Arana-Barbier, 2026). This gap is significant, given that public organizations in emerging economies face unique constraints related to institutional structures, resource limitations, bureaucratic processes, and cultural factors that fundamentally shape how management practices are adopted and implemented (Choi & Chandler, 2015; Pepple et al., 2022).

1.2 Research Objectives and Questions

This paper aims to examine the interconnected roles of strategic management, knowledge management, and information systems in enhancing public sector organizational performance. Specifically, the research addresses the following questions:

1. What are the key facilitators that promote the effective implementation of strategic management, knowledge management, and information systems in public organizations in emerging economies?
2. What barriers do public organizations face when implementing these practices, and how do these barriers affect their effectiveness?
3. What results and benefits have been documented regarding the implementation of strategic management, KM, and IS in public organizations?
4. What are the main knowledge gaps identified in the literature, and what opportunities do they represent for future research?
5. What evidence-based recommendations can be made to strengthen these practices in public organizations in emerging economies?

1.3 Significance of the Study

This research contributes to the growing body of literature on public sector management in several ways. First, it synthesizes evidence from multiple disciplines—strategic management, knowledge management, and information systems—to provide a holistic understanding of how these approaches interact to enhance organizational performance. Second, it focuses specifically on emerging economy contexts, addressing a significant gap in the literature where most studies have concentrated on developed countries. Third, it identifies practical recommendations for policymakers, public managers, and practitioners seeking to improve public sector effectiveness. Finally, it proposes an integrated framework that can guide future research and practice in this domain.

2. Literature Review

2.1 Strategic Management in the Public Sector

Strategic management has become widely accepted as essential to modernizing public policy-making and governance (Joyce, 2015). The concept encompasses the formulation, implementation, and evaluation of strategies oriented toward creating public value (Star et al., 2025). In the public sector context, strategic management involves defining

and clarifying goals, analyzing situations, planning resource allocation, identifying alternative courses of action, and maintaining a concern for long-term outcomes (Joyce, 2015).

Research has demonstrated that strategic planning in the public sector yields tangible benefits. Surveys of public sector managers in the United Kingdom and the United States have found that strategic planning helps organizations achieve goals and objectives, specify milestones for organizational achievement, create unified visions for staff, and make better use of resources (Flynn & Talbot, 1996; Berry & Wechsler, 1995). More recent research in Indonesia has confirmed these findings, showing that strategic management in the public sector encompasses three main stages: formulation, implementation, and evaluation of strategies oriented toward creating public value (Star et al., 2025).

The concept of the "strategic state" has emerged as a framework for understanding how governments can develop strategic capabilities to address complex challenges (Joyce, 2015). The Organisation for Economic Co-operation and Development (OECD) has emphasized that public governance reviews should emphasize a strategic-state approach, the chief components of which include leadership and stewardship from the center, integrity and transparency, the importance of networks and institutions, and effective implementation of strategies and policies (OECD, 2013). This represents a significant shift from traditional bureaucratic models toward more adaptive, responsive, and strategic forms of governance. Recent scholarship has highlighted the importance of "strategizing" as a social process—the activities undertaken to deliberately and emergently align aspirations and capabilities within a given context (Kitchener & Ashworth, 2025). This practice-based perspective views strategy not as something an organization has, but as something its members do (Jarzabkowski et al., 2007). Such an approach is particularly relevant for public service organizations, where the creation of public value requires reflexive wayfinding and learning rather than prescriptive waysetting (Kitchener & Ashworth, 2025).

2.2 Knowledge Management in the Public Sector

Knowledge management has established itself as a strategic factor for improving organizational efficiency, innovation, and responsiveness (Nonaka & Takeuchi, 1995; Davenport & Prusak, 1998). In the public sector, KM is particularly important because public organizations must manage vast amounts of information, learn from experience, and adapt to changing circumstances while maintaining institutional memory and continuity (Yshikawa-Arias & Arana-Barbier, 2026).

Research on KM in public sector organizations in emerging economies has identified several key dimensions. A study of Indonesian government institutions and state-owned enterprises found that KM maturity can be measured using three components—people, process, and technology—and categorized into four levels: develop, standardize, optimize, and innovate (Knowledge Management Maturity Level of Indonesian Government Institutions and State-Owned Enterprises, 2025). The research revealed that KM has become a strategy to manifest bureaucratic reform and transform government institutions into knowledgeable organizations capable of operating in disruptive settings.

The importance of institutional memory in the public sector has been highlighted by research in Bangladesh, which found that preserving institutional memory—the accumulation, storage, and transfer of organizational knowledge—is critical for enhancing learning, efficiency, and governance (Shahan et al., 2025). However, the study identified key challenges, including frequent staff turnover, weak knowledge-sharing systems, and the risk of losing critical institutional knowledge. These findings underscore the need for systematic approaches to knowledge retention and transfer in public organizations.

Knowledge sharing strategies are essential for effective KM in the public sector. Research has shown that successful KM strategies involve the creation of environments and platforms that facilitate the exchange of information and experiences between collaborators, both formally and informally (Dey & Mukhopadhyay, 2018). The implementation of communities of practice and the use of information technologies have proven to be effective tools for promoting collaboration and knowledge dissemination in the public sphere (Chaudhuri & Banerjee, 2012). Effective strategies must be tailored to the organizational context and promote both the storage and dynamic transfer of tacit and explicit knowledge (Oliveira & Guimarães, 2024).

However, significant barriers to effective KM persist in public organizations. These include resistance to change, rigid hierarchical structures, lack of incentives to share information, and an uncollaborative organizational culture (Chawla & Joshi, 2011; Pillania, 2005). Research on knowledge sharing in public sector universities in developing countries has revealed that employees hoard knowledge to gain power, authority, influence, and promotion opportunities, negatively influencing knowledge sharing practices (Exploring the challenges, trends and issues for knowledge sharing, 2025). Additionally, the "Motivation Paradox" has been identified, where public service motivation does not necessarily translate to KM engagement, leading to knowledge hoarding driven by distrust and perceived leadership failure (Assessing Knowledge Management Readiness in Public Sector Organizations, 2025).

2.3 Information Systems in the Public Sector

Information systems have become increasingly critical for public sector organizations seeking to improve efficiency, transparency, and service delivery. Strategic Information System Planning (SISP) is crucial for optimizing information systems and organizational performance, particularly in public sectors of developing countries (Sudirman et al., 2025). Research on SISP implementation in Malaysia identified three adaptive stages—e-Government 1.0, 2.0, and 3.0—and nine key challenges framed by the strategy-as-practice approach: practitioners (commitment, competencies, change management), praxis (governance, alignment, resources), and practices (online systems, methodology, technical support) (Sudirman et al., 2025).

The success factors for public sector information systems projects in developing countries have been the subject of growing research attention. A quantitative study of four Least Developed Countries found a large set of perceived success factors, with a balanced distribution across three dimensions: organizational/managerial, social, and technical (Success factors of public sector information systems projects in

developing countries, 2025). This research identified new success factors and provided practitioners with a checklist to assess and enhance conditions for project success. The study emphasized that IS projects significantly impact organizational success and involve substantial resources, yet the literature has tended to focus on factors influencing the success of private-sector IS projects in developed countries.

The strategic alignment of information systems with organizational objectives is a key concern in public sector IS management. Research on GovTech strategic alignment has proposed a conceptual model grounded in public strategic management processes to analyze determinants that shape such initiatives (GovTech Strategic Alignment and Management in the Public Sector, 2025). The study evaluated how alignment between information systems and government-wide strategies influences the success of GovTech initiatives, providing insights for policymakers and practitioners seeking to leverage technology for public sector improvement.

2.4 Integrated Perspectives: The Interplay of Strategic Management, KM, and IS

While strategic management, knowledge management, and information systems have often been studied as separate domains, there is growing recognition of their interconnectedness in public sector contexts. Clarke (2007) argued that information systems should be viewed as social systems rather than purely technical systems, emphasizing the importance of human-centered, participative approaches to IS strategy. This perspective aligns with the recognition that KM is fundamentally about people and processes, not just technology.

The integration of these approaches can create synergistic effects on organizational performance. Strategic management provides the overarching framework and direction for organizational development. KM ensures that knowledge is captured, retained, and applied to support strategic objectives. IS provides the technological infrastructure that enables efficient knowledge management and supports strategic decision-making. When these approaches are aligned, public organizations can achieve greater efficiency, innovation, and responsiveness.

However, achieving this integration is challenging. Research has shown that government institutions should not import knowledge management tools and models from private companies without considering the context in which they function as government institutions (Knowledge Management Maturity Level of Indonesian Government Institutions and State-Owned Enterprises, 2025). Similarly, strategic management practices developed for private sector organizations must be adapted to the distinctive features of public sector contexts, including the roles of politicians and the public, the nature of public authority, and the constraints and problems that public authority poses (Nutt & Backoff, 1992; Joyce, 2015).

3. Methodology

3.1 Research Design

This study employs a integrative literature review methodology with an integrative approach. The integrative literature review is particularly suited to this research because it allows for the synthesis of both theoretical and empirical studies from

multiple disciplines to generate new perspectives and conceptual frameworks (Whittemore & Knafl, 2005; Torraco, 2005). This approach is broader and more flexible than a systematic review, as it combines different sources and types of evidence, including theoretical articles, case studies, quantitative and qualitative research, conceptual models, and practical experiences (Yshikawa-Arias & Arana-Barbier, 2026).

The integrative approach enables the identification of main trends and currents in the field, as well as the detection of research gaps and opportunities (Masot & Selva-Pareja, 2020). This is particularly valuable for understanding the complex, multidimensional nature of strategic management, knowledge management, and information systems in public sector contexts.

3.2 Literature Search Strategy

The literature search was conducted using multiple academic databases, including Scopus, Web of Science, ScienceDirect, and Google Scholar. The search strategy employed a combination of keywords related to the three core domains of the study:

- Strategic management: "strategic management," "strategic planning," "public sector strategy," "public governance"
- Knowledge management: "knowledge management," "knowledge sharing," "knowledge retention," "institutional memory," "organizational learning"
- Information systems: "information systems," "strategic information systems," "e-government," "digital transformation," "information technology"

Additional search terms were used to focus on the public sector and emerging economy contexts: "public sector," "government," "public administration," "developing countries," "emerging economies."

The search was limited to peer-reviewed journal articles, books, and official reports published in English between 2000 and 2025. This timeframe was chosen to capture both foundational literature and recent developments in the field.

3.3 Inclusion and Exclusion Criteria

Studies were included in the review if they met the following criteria:

1. Focused on strategic management, knowledge management, or information systems in public sector contexts
2. Addressed issues relevant to emerging economies or developing countries
3. Provided empirical evidence or theoretical frameworks relevant to the research questions
4. Published in peer-reviewed journals, books, or official reports
5. Written in English

Studies were excluded if they:

1. Focused exclusively on private sector organizations
2. Did not address public sector contexts
3. Were not available in English
4. Were opinion pieces or commentaries without substantive evidence or theoretical contribution

3.4 Data Extraction and Analysis

Data were extracted from the selected studies using a standardized template that captured information on author(s), year, publication type, research design, context, key findings, and implications. The extracted data were analyzed using thematic analysis, which involved identifying, analyzing, and reporting patterns (themes) within the data (Braun & Clarke, 2006).

The analysis proceeded through several stages: familiarization with the data, generating initial codes, searching for themes, reviewing themes, defining and naming themes, and producing the report. This systematic approach ensured that the findings were grounded in the evidence and captured the full range of perspectives in the literature.

4. Findings

Table 1. Key Facilitators of Strategic Management, Knowledge Management, and Information Systems

Facilitator	Strategic Management	Knowledge Management	Information Systems	Expected Organizational Outcome
Leadership Commitment	Strategic vision and direction	Encourages knowledge sharing	Supports digital transformation	Improved organizational performance
Organizational Culture	Supports strategic implementation	Promotes collaboration and learning	Encourages technology adoption	Increased innovation
Stakeholder Engagement	Better planning and accountability	Knowledge exchange	Improved information flow	Higher public value
Technology Infrastructure	Enables strategic execution	Supports knowledge repositories	Digital platforms and decision support	Greater operational efficiency
Capacity Building	Develops strategic competencies	Enhances KM capabilities	Improves digital skills	Better service delivery

Table 1. Key facilitators influencing the successful implementation of Strategic Management, Knowledge Management, and Information Systems in public sector organizations.

4.1 Facilitators of Strategic Management, KM, and IS in the Public Sector

The literature identifies several key facilitators that promote the effective implementation of strategic management, knowledge management, and information systems in public organizations.

Leadership and Commitment: Ethical and committed leadership has been identified as a critical facilitator for all three domains. Research has shown that ethical leadership promotes knowledge sharing and knowledge creation, with psychological capital serving as a mediator and shared goals as a moderator (Goswami & Agrawal, 2023). In the context of strategic management, leaders who demonstrate strategic vision and stick to their guns on long-term issues are more likely to achieve successful outcomes (O'Donnell, 2014). For information systems, leadership commitment is essential for ensuring that IS projects receive adequate resources and attention (Sudirman et al., 2025).

Organizational Culture: A supportive organizational culture is essential for effective strategic management, KM, and IS implementation. Research has shown that organizations that foster a collaborative and continuous learning culture are more likely to implement structured mechanisms for knowledge

retention, such as databases, communities of practice, and systematic documentation (Joshi et al., 2014). Similarly, a culture that values innovation and risk-taking supports strategic management and IS implementation (Clarke, 2007).

Stakeholder Engagement: Engaging stakeholders—including citizens, employees, and other government agencies—is critical for successful strategic management and KM. Participatory approaches that involve stakeholders in planning processes enhance the legitimacy and effectiveness of strategic plans (Joyce, 2015). In the KM domain, stakeholder engagement facilitates knowledge sharing and the creation of communities of practice (Dey & Mukhopadhyay, 2018).

Technology Infrastructure: Adequate technology infrastructure is essential for effective KM and IS implementation. Research has shown that information technologies act as catalysts in the digital and operational transformation of public institutions (Goswami & Agrawal, 2023). However, technology alone is insufficient; it must be accompanied by appropriate processes and human capabilities (Knowledge Management Maturity Level of Indonesian Government Institutions and State-Owned Enterprises, 2025).

Capacity Building: Developing the strategic literacy and technical capabilities of human resources is critical for successful implementation. Research in Indonesia has found that low technical capacity of human resources is a significant challenge for strategic management implementation (Star et al., 2025). Similarly, KM and IS implementation require employees with the skills and motivation to engage with these practices (Assessing Knowledge Management Readiness in Public Sector Organizations, 2025).

4.2 Barriers to Implementation

Table 2. Major Barriers to Implementation

Barrier	Impact on Strategic Management	Impact on KM	Impact on IS
Bureaucratic Structures	Slow decision-making	Limits collaboration	Delays digital transformation
Knowledge Hoarding	Weak organizational learning	Reduces knowledge sharing	Limits information accessibility
Resource Constraints	Weak strategy execution	Poor KM initiatives	Limited IT investment
Weak Evaluation Culture	Ineffective monitoring	Lack of organizational learning	Poor performance measurement
Resistance to Change	Low strategy adoption	Low knowledge-sharing behaviour	Resistance to new technologies

Table 2. Major barriers affecting the implementation of Strategic Management, Knowledge Management, and Information Systems in public organizations.

Despite the recognized benefits of strategic management, KM, and IS, significant barriers impede their effective implementation in public organizations.

Bureaucratic Structures and Hierarchical Cultures: Bureaucratic inertia and rigid hierarchical structures are consistently identified as major barriers. Research has shown that public sector organizations face unique challenges in implementing KM due to hierarchical structures, bureaucratic inertia, and limited incentives (Assessing Knowledge

Management Readiness in Public Sector Organizations, 2025). Similarly, policy fragmentation between levels of government has been identified as a challenge for strategic management implementation in Indonesia (Star et al., 2025).

Knowledge Hoarding and Lack of Sharing: Knowledge hoarding, driven by distrust and perceived leadership failure, is a significant barrier to effective KM. Research on knowledge sharing in public sector universities in developing countries found that employees hoard knowledge to gain power, authority, influence, and promotion opportunities (Exploring the challenges, trends and issues for knowledge sharing, 2025). This behavior is reinforced by a governance culture that discourages sharing and promotes "going it alone" (Strengthening local leadership and peer-learning can improve education in Nepal, 2025).

Resource Constraints: Limited financial and human resources constrain the implementation of strategic management, KM, and IS in public organizations. Research on KM in sub-Saharan Africa found that resource constraints, along with resistance to change and unsupportive organizational culture, are significant challenges (Mosimege, 2025). Similarly, IS projects in developing countries face resource constraints that affect their success (Success factors of public sector information systems projects in developing countries, 2025).

Weak Evaluation Cultures: A weak evaluation culture undermines the effectiveness of strategic management and KM. Research in Indonesia found that a weak evaluation culture is a significant challenge for strategic management implementation (Star et al., 2025). Without systematic monitoring and evaluation, organizations cannot learn from experience or demonstrate the impact of their strategic initiatives.

Resistance to Change: Resistance to change is a pervasive barrier in public organizations. Research has shown that many organizations in emerging economies fail to integrate KM into their core processes due to a lack of a clear strategic vision, generating fragmented or merely symbolic initiatives that fail to consolidate or endure over time (Pillania, 2005, 2006). Similarly, IS projects often face resistance from employees who are accustomed to existing ways of working.

4.3 Outcomes and Benefits

The literature documents a range of positive outcomes associated with the implementation of strategic management, KM, and IS in public organizations.

Improved Organizational Performance: Strategic management has been shown to improve organizational performance by providing clear direction, enabling better resource allocation, and facilitating adaptation to changing circumstances (Joyce, 2015). Research on strategic planning in public health sectors found that it generates fundamental decisions and actions that influence and direct the nature, function, and rationale of the public health sector (Strategic planning and organizational performance in public health sector, 2025).

Enhanced Innovation: KM and IS contribute to enhanced innovation in public organizations. Research has shown that public organizations that integrate KM approaches as part of their institutional structures manage not only to improve operational efficiency but also to promote innovation in services, processes, and policies (Fombad, 2023). Similarly, IS

projects enable organizations to leverage technology for innovative service delivery (Sudirman et al., 2025).

Increased Efficiency: Strategic management, KM, and IS contribute to increased operational efficiency. Research in UK local government found that strategic planning helped organizations achieve better use of resources and cost savings (Flynn & Talbot, 1996). KM enables organizations to avoid reinventing the wheel and leverage existing knowledge (Yshikawa-Arias & Arana-Barbier, 2026). IS automates routine tasks and enables more efficient information processing (Clarke, 2007).

Improved Decision-Making: These approaches enhance decision-making by providing better information and analysis. Strategic management involves systematic analysis of the situation and identification of alternative courses of action (Joyce, 2015). KM ensures that relevant knowledge is available to decision-makers (Yshikawa-Arias & Arana-Barbier, 2026). IS provides the data and analytical tools needed for informed decision-making (Clarke, 2007).

Enhanced Institutional Memory: KM contributes to enhanced institutional memory, ensuring that knowledge is retained and transferred even as personnel change. Research in Bangladesh found that preserving institutional memory is critical for enhancing learning, efficiency, and governance (Shahan et al., 2025). However, the study also found that institutional memory remains neglected in many public organizations, highlighting the need for systematic approaches to knowledge retention.

5. Discussion

5.1 Integrated Framework for Public Sector Management

The findings of this review support the development of an integrated framework that aligns strategic management, knowledge management, and information systems to enhance public sector organizational performance. This framework recognizes the interconnectedness of these approaches and the need for a holistic approach to public sector management.

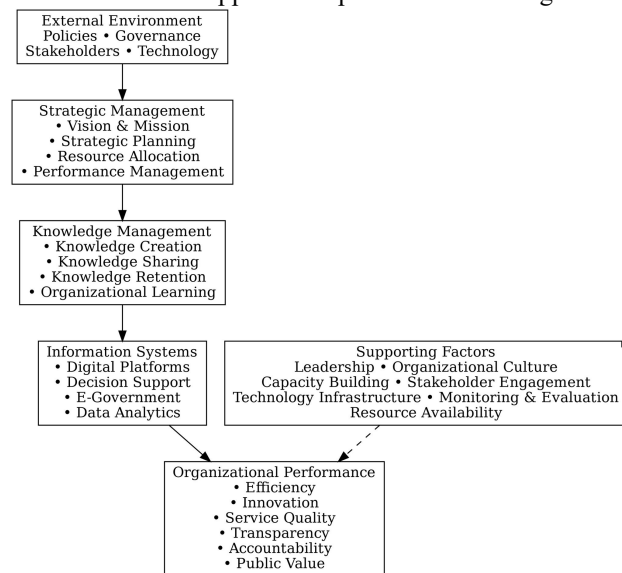


Figure 1. Integrated Framework for Enhancing Public Sector Organizational Performance through Strategic Management, Knowledge Management, and Information Systems.

The proposed framework consists of three interconnected components:

Strategic Management: Provides the overarching framework for organizational direction, goal setting, and resource allocation. Strategic management ensures that organizational activities are aligned with long-term objectives and public value creation. It involves the formulation, implementation, and evaluation of strategies, with attention to stakeholder engagement, environmental analysis, and performance monitoring.

Knowledge Management: Serves as the mechanism for capturing, retaining, transferring, and applying knowledge. KM ensures that organizational knowledge is systematically managed to support strategic objectives and enhance organizational learning. It involves the creation of knowledge-sharing cultures, communities of practice, and systems for capturing both tacit and explicit knowledge.

Information Systems: Functions as the technological enabler that supports strategic management and KM. IS provides the infrastructure for data processing, communication, and decision-making. It enables efficient knowledge management, supports strategic analysis, and facilitates stakeholder engagement.

The integration of these components creates synergistic effects. Strategic management provides the direction for KM and IS investments. KM ensures that knowledge is available to support strategic decision-making and implementation. IS provides the technology that enables efficient KM and supports strategic management processes. When these components are aligned, public organizations can achieve greater efficiency, innovation, and responsiveness.

5.2 Contextual Factors and Adaptation

The framework recognizes that the implementation of strategic management, KM, and IS must be adapted to the specific context of public organizations in emerging economies. Research has consistently shown that government institutions should not import management tools and models from private companies without considering the context in which they function as government institutions (Knowledge Management Maturity Level of Indonesian Government Institutions and State-Owned Enterprises, 2025).

Key contextual factors that shape implementation include:

Institutional Structures: The bureaucratic structures and hierarchical cultures of public organizations shape how strategic management, KM, and IS are implemented. These structures can both facilitate and hinder implementation, depending on how they are managed.

Political Dynamics: The roles of politicians and the public in public sector governance create distinctive challenges and opportunities for strategic management. Strategic planning must navigate political dynamics and stakeholder interests while maintaining focus on public value creation (Joyce, 2015).

Resource Constraints: Limited financial and human resources in emerging economy public organizations require creative approaches to implementation. Organizations must prioritize investments and leverage existing capabilities while building capacity over time.

Cultural Factors: Organizational culture—including attitudes toward change, knowledge sharing, and innovation—

significantly influences implementation success. Cultivating a supportive culture is essential for effective strategic management, KM, and IS.

5.3 Implications for Practice

The findings of this review have several implications for practitioners seeking to enhance public sector performance.

Strengthen Leadership Commitment: Public organizations should invest in developing leaders who demonstrate strategic vision, ethical behavior, and commitment to knowledge sharing and innovation. Leadership development programs should emphasize the importance of strategic management, KM, and IS for organizational performance.

Foster Knowledge-Sharing Cultures: Organizations should create incentives and structures that encourage knowledge sharing rather than hoarding. This includes recognizing and rewarding knowledge sharing, creating communities of practice, and addressing the cultural factors that inhibit sharing.

Align Strategic Management, KM, and IS: Organizations should ensure that their strategic management, KM, and IS initiatives are aligned and mutually reinforcing. This requires integrated planning, coordination across functions, and a holistic approach to organizational development.

Invest in Capacity Building: Organizations should invest in developing the strategic literacy and technical capabilities of their employees. This includes training in strategic thinking, KM practices, and IS use, as well as creating opportunities for learning and development.

Strengthen Monitoring and Evaluation: Organizations should implement robust monitoring and evaluation systems to track progress, learn from experience, and demonstrate impact. This includes developing performance indicators, conducting regular evaluations, and using findings to inform decision-making.

Engage Stakeholders: Organizations should engage stakeholders—including citizens, employees, and other government agencies—in strategic planning and KM processes. Participatory approaches enhance the legitimacy and effectiveness of these initiatives.

5.4 Future Research Directions

The review identified several gaps in the literature that represent opportunities for future research.

Empirical Studies in Emerging Economies: There is a need for more empirical research on the implementation of strategic management, KM, and IS in public organizations in emerging economies. Most existing research comes from developed countries or focuses on private sector organizations.

Longitudinal Studies: Longitudinal studies are needed to examine the evolution and impact of these practices over time. Such studies could provide evidence on the effectiveness of different approaches and the factors that influence long-term success.

Comparative Studies: Comparative studies across countries, regions, and types of public organizations could identify best practices and contextual factors that shape implementation success.

Integration of Approaches: Research is needed on how strategic management, KM, and IS can be effectively integrated in public sector contexts. This includes examining

the synergies and trade-offs between these approaches and identifying frameworks for integration.

Technology and Innovation: Research is needed on how emerging technologies—such as artificial intelligence, big data, and blockchain—can enhance strategic management, KM, and IS in the public sector. This includes examining both the opportunities and challenges associated with these technologies.

Public Value Creation: Research is needed on how strategic management, KM, and IS contribute to the creation of public value. This includes developing frameworks for measuring public value and examining the relationship between these practices and public outcomes.

6. Conclusion

This paper has examined the interconnected roles of strategic management, knowledge management, and information systems in enhancing public sector organizational performance. Through a systematic review of the literature, the research has identified key facilitators, barriers, outcomes, and gaps associated with the implementation of these practices in public organizations, particularly in emerging economies.

The findings reveal that strategic management provides the overarching framework for organizational direction and public value creation, while KM serves as the mechanism for capturing, retaining, and transferring institutional knowledge, and IS functions as the technological enabler that facilitates these processes. When these approaches are aligned and integrated, they can create synergistic effects that enhance organizational efficiency, innovation, and responsiveness.

However, significant barriers persist, including bureaucratic inertia, hierarchical structures, limited incentives for knowledge sharing, policy fragmentation, weak evaluation cultures, and resource constraints. Overcoming these barriers requires committed leadership, supportive organizational cultures, stakeholder engagement, capacity building, and robust monitoring and evaluation systems.

The paper proposes an integrated framework that aligns strategic management, KM, and IS to enhance public sector organizational performance. This framework recognizes the interconnectedness of these approaches and the need for a holistic approach to public sector management. The framework also acknowledges the importance of contextual factors, including institutional structures, political dynamics, resource constraints, and cultural factors, in shaping implementation success.

The implications for practice include strengthening leadership commitment, fostering knowledge-sharing cultures, aligning strategic management, KM, and IS, investing in capacity building, strengthening monitoring and evaluation, and engaging stakeholders. Future research should focus on empirical studies in emerging economies, longitudinal research, comparative studies, integration of approaches, technology and innovation, and public value creation.

In an era of increasing complexity, uncertainty, and interconnectedness, the ability to integrate strategic management, knowledge management, and information systems is becoming not merely advantageous but essential for public sector organizations. This paper contributes to understanding how these capabilities can be developed and deployed to build more effective, efficient, and responsive

public institutions that serve citizens and contribute to sustainable development.

References

- Assessing Knowledge Management Readiness in Public Sector Organizations: The Role of Individual Motivation and Collaboration. (2025). *IEEE Xplore*.
- Berry, F. S., & Wechsler, B. (1995). State agencies' experience with strategic planning: Findings from a national survey. *Public Administration Review*, 55(2), 159-168.
- Chaudhuri, M., & Banerjee, P. (2012). Orientation of MMTC employees towards knowledge management and learning organization. *International Journal of Business Performance Management*, 13(1), 75-86.
- Chawla, D., & Joshi, H. (2011). A comparative study of knowledge management assessment in business excellence awarded and non-awarded organizations in India. *Global Business Review*, 12(2).
- Choi, T., & Chandler, S. M. (2015). Exploration, exploitation, and public sector innovation: An organizational learning perspective for the public sector. *Human Service Organizations: Management, Leadership and Governance*, 39(2), 139-151.
- Clarke, S. (2007). *Information Systems Strategic Management: An Integrated Approach* (2nd ed.). Routledge.
- Davenport, T. H., & Prusak, L. (1998). *Working Knowledge: How Organizations Manage What They Know*. Harvard Business School Press.
- Dey, T., & Mukhopadhyay, S. (2018). Linkage between contextual factors, knowledge-sharing mediums, and behaviour. *Knowledge and Process Management*, 25(1), 31-40.
- Exploring the challenges, trends and issues for knowledge sharing. (2025). *ScienceDirect*.
- Flynn, N., & Talbot, C. (1996). Strategy and strategists in UK local government. *The Journal of Management Development*, 15(2), 24-38.
- Fombad, M. C. (2023). Reexamining knowledge management education in higher institutions of learning in Africa: A South African perspective. *Library Trends*, 72(2).
- Goswami, A. K., & Agrawal, R. K. (2023). It's a knowledge centric world! Does ethical leadership promote knowledge sharing and knowledge creation? Psychological capital as mediator and shared goals as moderator. *Journal of Knowledge Management*, 27(1).
- GovTech Strategic Alignment and Management in the Public Sector. (2025). *ACM Digital Library*.
- Jarzabkowski, P., Balogun, J., & Seidl, D. (2007). Strategizing: The challenges of a practice perspective. *Human Relations*, 60(1), 5-27.
- Joshi, H., Chawla, D., & Farooque, J. A. (2014). Segmenting knowledge management (KM) practitioners and its relationship to performance variation – some empirical evidence. *Journal of Knowledge Management*, 18(3), 469-493.
- Joyce, P. (2015). *Strategic Management in the Public Sector*. Routledge.
- Kitchener, M., & Ashworth, R. (2025). Strategizing public value. *Public Management Review*.
- Knowledge Management Maturity Level of Indonesian Government Institutions and State-Owned Enterprises. (2025). *ScienceDirect*.
- Masot, O., & Selva-Pareja, L. (2020). *Guía para el desarrollo de una revisión sistematizada de la literatura: metodología paso a paso*.
- Massaro, M., Dumay, J., & Garlatti, A. (2015). Public sector knowledge management: A structured literature review. *Journal of Knowledge Management*, 19(3), 530-558.
- Mosimege, K. G. (2025). *Evaluating the influence of knowledge management practices on local governments' overall effectiveness*. SUNScholar.
- Nonaka, I., & Takeuchi, H. (1995). *The Knowledge-Creating Company: How Japanese Companies Create the Dynamics of Innovation*. Oxford University Press.
- Nutt, P. C., & Backoff, R. W. (1992). *Strategic Management of Public and Third Sector Organizations*. Jossey-Bass.
- O'Donnell, G. (2014). Interview by Peter Hennessy. *Cabinet Secretaries*.
- OECD. (2013). *Poland: Implementing Strategic-State Capability*. OECD Public Governance Reviews. OECD Publishing.
- Oliveira, L. F., & Guimarães, T. A. (2024). Factors associated with innovation capacity in courts. *Brazilian Administration Review*, 21(3).
- Pepple, D., Makama, C., & Okeke, J-P. (2022). Knowledge management practices: A public sector perspective. *Journal of Business Research*, 153, 509-516.
- Pillania, R. K. (2005). Leveraging knowledge: Indian industry's expectations and shortcomings. *Global Business Review*, 6(2), 231-249.
- Pillania, R. K. (2006). State of organizational culture for knowledge management in Indian industry. *Global Business Review*, 7(1), 119-135.
- Shahan, A. M., Akter, N., Ahamed, R., Aktar, T., & Rahman, M. S. (2025). *Preserving Institutional Memory in the Bangladesh Civil Service: Existing Practices, Challenges, and Way Forward*. BRAC Institute of Governance and Development.
- Star, Y., Pradana, A., Khasanah, A. N., Anjani, A. Y., & Sutrisno, D. (2025). Basic concepts of strategic management in the public sector: A theoretical study and its relevance in governance in Indonesia. *Journal Return*, 4(8), 650.
- Strategic planning and organizational performance in public health sector: A scoping review. (2025). *BMC Health Services Research*.
- Strengthening local leadership and peer-learning can improve education in Nepal. (2025). *Brookings*.
- Success factors of public sector information systems projects in developing countries. (2025). *Sustainable Futures*, 10, 101095.
- Sudirman, S., Ahmad, K., & Hood, Z. (2025). Strategic information system planning practices in the public sector of developing countries: The case of Malaysia. *International Journal of Public Administration*.
- Torraco, R. J. (2005). Writing integrative literature reviews: Guidelines and examples. *Human Resource Development Review*, 4(3), 356-367.
- Whittemore, R., & Knafl, K. (2005). The integrative review: Updated methodology. *Journal of Advanced Nursing*, 52(5), 546-553.
- Yshikawa-Arias, J. F., & Arana-Barbier, P. J. (2026). Knowledge management in the public sector of emerging economies: A literature review. *International Journal of Business Excellence*, 38(6), 1-21.