



Analysing The Relationship Between Worker Knowledge And Practices On Performance With Organisational Commitment As Mediator In Chinese Industry

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abstract

Using organisational commitment as a mediator, this study explored the connection among employee knowledge and worker performance in a chinese sector. To which extent does organisational commitment improve the connection between worker expertise (collected from education, instruction, and experiences) and their performance outcomes, that was this research's primary goal. Employing a quantitative study approach, data was gathered from employees in different chinese manufacturing industries using a well-organised survey. To assess the interrelationships of the variables, statistical methods such as descriptive analysis and regression were applied to 676 eligible submissions. Employee knowledge has been defined as a mixture of knowledge of technology, problem-solving abilities, and flexibility, however organisational commitment was characterised as the psychological investment, devotion, and sense of obligation workers have for the organisations they work for. The results showed that employee knowledge significantly influenced worker performance, showing that well-informed workers could better respond to new technologies, overcome obstacles, and accomplish corporate goals. The results also showed how employee knowledge strongly affected organisational commitment, which could indicate that knowledge growth initiatives succeeded in making employees more committed and dedicated to the company. In addition, organisational commitment served as a bridge, reinforcing the connection between worker knowledge and performance results. It was determined that there was a cooperative impact that boosted personal and corporate performance when worker knowledge was enhanced, and commitment was fostered jointly. Investments in creating knowledge and developing commitment were highlighted as crucial points for chinese industries in the study, which supplied important conclusions.

Keywords: worker knowledge; employee performance; chinese industry; organisational commitment; productivity.

1. Introduction

The efficacy and productivity with how staff members follow their assigned duties are referred to as employee performance. There is evidence that shows a correlation between effective education initiatives and elevated levels of employee performance. An intense concentration on career growth and adaptability at work is frequently shown to improve employee performance. Inspirational techniques and the workplace surroundings frequently have an impact on employee performance. By enhancing productivity, creativity, creative thinking, and general workplace efficiency, worker knowledge has a major beneficial impact on performance. Companies can gain a competitive edge in the knowledge-based marketplace, improve their decision-making abilities, and increase efficiency through knowledge administration techniques that encompass acquiring, transferring, and using knowledge. Modern-day organisations are powerful because of knowledge (patwary et al., 2025). Over time, organisations have changed to knowledge-driven structures due to their value. Investigators in several fields have studied this idea of knowledge, resulting in an extensive variety of interpretations that change based on the methodology used. Systems of information allow for quick possession and examination of knowledge, details, views, opinions, preferences, judgements, and empirical methodologies that depend on mental processes,



comprehension, investigation, and making decisions. Transferring knowledge comprises relationships between people and culture, involving the interchange, modification, and transmission of knowledge and abilities across departments or organisations. This approach involves sharing various types of knowledge, both private and public, with a broad viewpoint. Workers who are eager to contribute a in creating a difference in the process of constant enhancement are the ones who should be held accountable for their performance on the job (kokkaew et al., 2022). When employees are involved, they are more likely to be honest about the challenges they're facing, the steps they need to take to overcome them, and how important it is for them to know how their work contributes to the corporation's objectives through both inventiveness and originality.

2. Background of the study

Especially in china's advanced technology and industrial sectors, worker knowledge is favourably and strongly correlated with performance. However, this correlation is complicated and impacted by elements such as talent administration approaches, organisational culture, and knowledge approaches to management. Improving operational, monetary, and creative performance requires an atmosphere that encourages creative thinking, productive talent administration, and implicit and explicit knowledge exchange. Knowledge workers, who are crucial to today's change in society, must first be acknowledged as a significant part of china's labour market. Classification in china suggests that the labour force produces both tangible goods (clothing, fuel, chemical substances, and machinery) and intangible goods (knowledge, communication, administration, and activities) (acquah et al., 2021). In a broad sense, knowledge workers in fields such as academics, technological development, medicine, and broadcasting are an essential component of china's labour market because their labour is seen as just as important to the socialist framework as that of manufacturing employees. There appears to be a recent rise in interest in knowledge management as a field of research and application within the public administration. The private sector's use of knowledge management projects is no longer confined to wealthy nations alone. To solve the issues of low organisational commitment (greater turnover percentages) and knowledge-workers' performance, the public and private institutions of numerous emerging nations, notably china, have established knowledge management roles (hu et al., 2020). Leadership in chinese organisations that prioritises knowledge has a good effect on employee performance administration practices. This is because it creates an environment that is conducive to education, exchange, and creative thinking, which boosts participation and overall productivity. Executives' dedication to knowledge standards, competent knowledge management (km) abilities, and the establishment of a robust organisational knowledge cultures that promotes growth in knowledge, transfer, and transmission are crucial aspects.

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3. Purpose of the research

This study was intended to examine, within the framework of chinese industry, the mediating role of organisational commitment in the connection between worker knowledge and worker performance. The purpose of this study was to enquire at the relationship between employees' knowledge they used on the job and their general performance. It also wanted to discover how much of an impact organisational commitment had on that connection. The study's primary objective was to present information on the relationship between employee knowledge and employee performance accomplishments, as well as whether employee commitment could offer a more satisfactory explanation. Considering leverage the advantages of employee knowledge and efficient procedures, the investigation also aimed to emphasise the need of cultivating dedicated employees. The study confronted a vital background by concentrating on chinese industry, which required both highly trained workers and strong devotion to the company to experience significant industrial expansion.

4. Literature review

It is essential to complete the assignment to attain performance. This is in keeping with the inclination of certain scholars to centre their attention on the person's participation in the accomplishment of the business's objectives as measured by the extent to which his tasks are fulfilled (ridwan et al., 2020). A person's performance reflects his or her conduct as it is evaluated by their capacity to help the organisation accomplish its goal. The goal of an earlier study was to investigate the connections between the knowledge management (km) process, green technology implementation (gti), and knowledge workers' operational performance (kwop). According to the research, kwop can be improved by using a particular combination of gti and km processes (alam et al., 2023). The results showed that gti has a good effect on km in manufacturing organisations, and that km significantly boosts kwop. The assessment focussed into many ways in which the km process—acquisition, transferring, and utilization—can be integrated with relationships, partnership, positions of support, and improved efficiency to boost kwop's effectiveness. Findings from this study lend credence to the idea of combining two approaches to better assess operational effectiveness in the workplace. Prior research also attempted to determine the beneficial effect of knowledge in determining the impact of total quality management (tqm) procedures on the performance of security employees (al-saffar & obeidat, 2020). According to the findings', transferring knowledge was one of the ways in which tqm methods affected employee performance. Using the implementation of tqm and the propagation of an attitude of knowledge exchanging, the findings of this investigation helped create and execute numerous strategic objectives that boost the performance of workers. Previous research also intended to investigate how project-oriented organisations' high performance work systems (hpws), creative thinking, and knowledge dissemination interact with one another (bhatti et al., 2021). The article suggested, utilising the ability, motivation, and opportunity (amo) model according to the assumptions of hpws, that knowledge transfer mediates the relationship between the amo boosting activities of project-oriented organisations and the improved innovative performance of their workers. Although, according to the results, the third hypothesis, that enhancing opportunities was hrm approach was rejected, the data did support the first two hypotheses about the direct connection of capacity and commitment with performance in innovation through transferring knowledge.

5. Research questions

- What is the impact of worker knowledge on employee performance in chinese industry?
- How does worker knowledge influence organisational commitment?



6. Research methodology

6.1 Research design

The quantitative data was evaluated by the scientists using spss edition 25. A 95% confidence interval and odds ratios were used to evaluate the nature and magnitude of the statistical relationship. With a p-value lower than 0.05, the result can be regarded as statistically significant. Descriptive statistics were employed by the researchers to explore the data further. To ensure the validity and reliability of the data, organised tools such as surveys were tested using quantitative approaches.

6.2 Sampling

Simple random sampling method was used to complete the research study. The rao-soft software suggested a total number of 612 participants for the study. Researchers supplied 750 questionnaires to individuals in the chinese industry who work for different firms. Out of a total of 709 responses, the researcher was able to remove out 33 with missing or incorrect information, resulting in a final sample size of 676.

6.3 Data and measurement

The main technique of data collection was a questionnaire survey that was designed to gather feedback from experts in the construction sector. Section one of the survey asked participants to provide some basic demographic information. Participants' views on the impact of worker knowledge on worker performance were measured in the second section of the survey using a 5-point likert scale. To support the main conclusions, secondary data was sourced from reliable sources, such as online databases and industry publications.

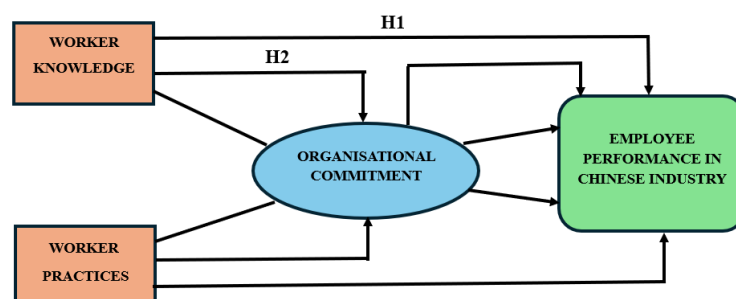
6.4 Statistical software:

The statistical evaluation was conducted using spss version 25 and microsoft excel.

6.5 Statistical tools

Considering better comprehend the data, a descriptive analysis was conducted. The researcher employed analysis of variance (anova) to detect group differences and factor analysis to validate the hypothesis in this study. To gain a better understanding of the behaviours, trends, and correlations in the intentionally selected sample, researchers employed descriptive statistics.

7. Conceptual framework



8. Result

• Factor analysis

Finding previously unseen factors within publicly available data is the main goal of factor analysis (fa). When there are no obvious visual or diagnostic cues, evaluations often depend on



regression coefficients. Potentially detectable connections, vulnerabilities, and violations are the primary foci of the analysis. To evaluate datasets obtained from multiple regression analyses, the kaiser-meyer-olkin (kmo) test is utilised. Both the theoretical model and its sample parameters produce reliable predictions, according to the results. It is possible to find instances of duplication in the data. By lowering the proportions, the data becomes more legible. In a range from 0 to 1, kmo gives the researcher a number. The sample size is deemed sufficient if the kmo value falls within the range of 0.8 to 1.

These levels are deemed appropriate by kaiser: according to kaiser's requirements, the following are the terms of approval:

An appalling 0.050 to 0.059, well below the usual range of 0.60 to 0.69. The typical range for middle grades is between 0.70 and 0.79.

A quality point score between 0.80 and 0.89. The interval from 0.90 to 1.00 astounds them.

Table 1: examination of kmo and bartlett's sampling adequacy

According to the kaiser-meyer-olkin scale: 0.928

The results of bartlett's test of sphericity are as follows:

3252.968 is the approximate chi-square value

190 is degrees of freedom (df); sig = 0.000.

Table 1: KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.928
Bartlett's Test of Sphericity	Approx. Chi-Square	3252.968
	df	190
	Sig.	.000

In most cases, this makes it less difficult to apply sample criteria. To determine if the correlation matrices were statistically significant, the researcher used bartlett's test of sphericity. A sufficiently big sample is indicated by a kaiser-meyer-olkin value of 0.928. Using bartlett's sphericity test, we get a p-value of 0.00. Researchers can conclude that the correlation matrix is not original as bartlett's sphericity test produced a positive result.

❖ Independent variable

• Worker knowledge:

"worker knowledge" is a combination of an employee's experience, training, and education as it relates to their job function. It combines formal learning with on-the-job training to make employees more productive. Keeping efficiency, guaranteeing excellence, and encouraging innovations in place of employment all depend on having excellent worker knowledge. Programmes for development, job-based learning, mentoring, and continuous professional development (cpd) can all help one gain these skills (sobocka-szczapa, 2020). Workers who



are knowledgeable are more likely to be able to make contributions to corporate objectives, adjust to technology advances, and resolve challenges. Collaboration and a mindset of constant development are two outcomes of an organization-wide effort to encourage the exchange of information knowledge among workers (sonmez cakir & adiguzel, 2020). To remain effective and satisfy increasing consumer expectations in today's fast-paced business world, it is essential for workers to continuously adapt and update their knowledge. Worker knowledge enables workers to do their jobs well and adjust to new circumstances, which boosts productivity and new ideas.

❖ **Mediating variable**

• **Organisational commitment:**

Organisational commitment is the emotional investment and dedication that a worker has in their employer. Workers' dedication to the company's achievement reflects how strongly they believe in its principles, vision, and objectives. Three aspects of organisational commitment are typically considered. Workers that persist since they wish to are said to have an affective commitment (de las heras-rosas et al., 2021). Continuance commitment occurs when workers stay because they fear losing advantages or having no other options if they leave. Workers who remain as they believe they are obligated to do so are said to be engaged in normative commitment. An elevated level of organisational commitment is advantageous for businesses and their workers alike. It promotes an encouraging workplace environment, increases efficiency, and decreases employee retention. Workers that are fully dedicated to their work are more invested, inspired, and in sync with the goals of the company (opolot et al., 2024). Organisational commitment is, in simple terms, a critical component that determines the viability and longevity of a company over its entire lifespan.

❖ **Dependent variable**

• **Employee performance in chinese industry:**

The nation's fast-growing economy and international competitive advantage are significantly fuelled by employee performance in the chinese industry. Policies of the government, organisational procedures and cultural beliefs which promote productivity and group accomplishment typically influence it. Responsibility, commitment, and devotion are confucian ideals that emphasise collaboration and reverence for authority, and they are strongly associated with success in chinese companies (ridwan et al., 2020). Contemporary organisational performance administration approaches, such as recruitment and retention initiatives, ongoing competence of skills, and key performance indicators (kpis), have been introduced into chinese companies by globalisation and innovations in technology over the past few years. Organisations with a global presence in china also have an impact on these norms through the adoption of international norms that value originality, flexibility, and originality (zacharias et al., 2021). Chinese businesses have been able to sustain their dominant presence in the international market and boost efficiency by encouraging talent growth, honest assessment, and employee involvement.

• **Relationship between worker knowledge and employee performance in chinese industry:**

Employee performance is heavily influenced by worker knowledge in chinese industry. Employees with specialised knowledge are more capable to manage difficult assignments, adjust to new technologies, and boost efficiency (jiang & chen, 2021). Workers with excellent technological knowledge and ability to resolve problems are becoming increasingly important as china's industries undergo fast modernisation. To maintain advancement in industry,



knowledge is vital since it improves reliability, decreases mistaken assumptions, and fosters creativity. Furthermore, to build their workers' knowledge foundations, chinese enterprises are spending greater amounts of money on learning and professional growth. This supports cultural principles of cooperation while simultaneously enhancing one's abilities and encouraging collaboration, thereby leading to group achievement (sahibzada et al., 2022). Performance results might be hampered by a lack of instructional materials or restricted access to educational resources. Consequently, maintaining high levels of employee performance and organisational growth and productivity in industry in china always depends on constantly improving knowledge of employees working within the organisations.

To evaluate the relationship between worker knowledge and employee performance in chinese industry, the researcher has formed the following hypothesis considering the above discussion:

- *“h₀₁: there is no significant relationship between worker knowledge and employee performance in chinese industry.”*
- *“h₁: there is a significant relationship between worker knowledge and employee performance in chinese industry.”*

Table 2: H₁ ANOVA Test

ANOVA					
Sum					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	74,532.842	252	6842.751	1153.854	0.000
Within Groups	453.746	423	5.583		
Total	74,986.588	675			

Significant results have been drawn from this investigation. Statistical significance is demonstrated by a p-value of 0.000 and a f value of 1153.854, which is less than the 0.05 alpha level. The results determines that the *“h₁: there is a significant relationship between worker knowledge and employee performance in chinese industry”* has been accepted, and the null hypothesis has been rejected.

• **Relationship between worker knowledge and organisational commitment:**

Since understanding increases workers' impressions of importance and place in a company, there is a robust connection between worker knowledge and organisational commitment. A greater feeling of significance and connection with the mission of the business is fostered by employees who have greater degrees of expertise and ability since they are better able to make contributions effectively to the company's objectives (sahibzada et al., 2022). Employee dedication and job happiness are both higher when they sense more capable and secure in their positions. Additionally, businesses that make an investment in workers' expertise growth through learning and ongoing education demonstrate their appreciation for their capabilities, which builds confidence and commitment. On the other hand, workers who don't have enough knowledge could feel unappreciated or disconnected, which might ultimately weaken their commitment (sonmez cakir & adiguzel, 2020). This connection is especially important in knowledge-based sectors, where the progress of the group depends on the interchange and implementation of information. By connecting specific abilities with corporate achievement, worker expertise lays the groundwork for increased organisational loyalty.



To investigate the relationship between worker knowledge and organisational commitment, the researcher formulated the following hypothesis considering the previous discussion:

- “*h₀₂: there is no significant relationship between worker knowledge and organisational commitment.*”
- “*h₂: there is a significant relationship between worker knowledge and organisational commitment.*”

Table 3: H₂ ANOVA Test

ANOVA					
Sum					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	84,326.523	278	7429.923	1024.524	0.000
Within Groups	627.851	397	7.241		
Total	84,954.374	675			

Significant results have been drawn from this investigation. $F = 1024.524$ and $p = 0.000$ show that there is statistical significance with a p-value less than the 0.05 alpha level. The findings indicates that the “*h₂: there is a significant relationship between worker knowledge and organisational commitment*” has been accepted, and the null hypothesis has been rejected.

9. Discussion

According to the findings of this investigation, the amount of knowledge that employees possess had a major impact on their level of performance in the chinese sector. Employees were better equipped to adapt to changes in technological advances, address challenging problems, and forward the organization's objectives when they had a higher range of knowledge and skill. The idea that knowledge was essential for driving growth, effectiveness, and productivity in dynamic industrial settings was reinforced by this. Worker knowledge was found to have a favourable impact on loyalty to the company, according to the findings of the research. Workers' commitment, contentment, and commitment were all positively correlated with how they felt their knowledge and worth were regarded by their employers. There was an increase in both task performance and feelings of ownership in work environments, suggesting that knowledge had a dual effect. The connection between employee knowledge and work performance was discovered to be moderated by organisational commitment. According to this, having knowledge isn't enough until the rule is paired with a feeling that one belongs and being in sync with the objectives of the business. A higher dedication led to improved performance results among organisations that engaged in educational opportunities, professional growth, and shared knowledge initiatives. Similarly with other research, this study found that knowledge management and worker involvement were key factors in an organization's performance. The main finding that emerged from the study was that both individual and organisational performance in chinese industries improved because of the combined impacts of enhancing worker knowledge and fostering corporate commitment.

10. conclusion

According to the findings, this study has concluded that the knowledge of the workers was a significant factor in improving the performance of employees in the chinese sector. Workers



who possessed better skill and knowledge had the ability to do their responsibilities more efficiently, adjust to shifting circumstances, and make significant contributions to the progress of the company. The research demonstrated that knowledge served not merely as an instrument to increase effectiveness yet also as a technique to introduce new ideas and to increase competitiveness within the commercial framework. The results of the study also demonstrated that there was a strong mediating effect of organisational commitment on the connection between employee knowledge and performance. Those workers who experienced a sense of usefulness and encouragement by means of advancement of knowledge had greater commitment and dedication which enhanced their standard of performance. The fact that commitment changed knowledge into an increasingly durable driver to the prosperity of the business was proven without a shadow of a doubt. Organisations that engaged in educational activities, continuous development, and sharing of knowledge had greater commitment and better performance. By encouraging learning and participation, businesses improved their efficiency and creativity in highly competitive environments. In general, the research showed the need of combining worker knowledge alongside organisational commitment to enhance worker performance. Leaders and legislators in chinese business learnt the importance of systematic knowledge maintenance and employee growth.

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