

Examining The Correlation Between Employee Knowledge And Practices On Performance With Organisational Commitment As A Mediating Factor In The Chinese Industrial Sector

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Abstract

The focus of this investigation is the complex link that exists between the habits of employees, their dedication to the organisation, and their performance in the industrial sector in china. The study examines the way in which successful employee practices have an impact on organisational commitment and, as a result, individual performance, taking into consideration the importance of human resource strategies and knowledge management. Data were gathered from 676 workers at a variety of construction enterprises by means of structured questionnaires, and a quantitative research methodology was used. The statistical package for the social sciences (spss) was used for processing the data. According to the findings, there is a considerable positive association between employee practices and organisational loyalty, as well as between employee practices and job performance. It was also found that organisational dedication is a key factor that improves the effect of what employees know and do on performance results. The results show how important it is for chinese manufacturing companies to keep investing in their employees' growth, create helpful workplaces, and use methods to make loyalty stronger. Using these kinds of combined methods can help an organisation be more productive, keep its employees longer, and grow steadily. The study gives us useful information about how to handle human resources in china's business world. It emphasises strategic employee habit and commitment investment for long-term success. Encouragement of organisational devotion boosts staff knowledge and performance, which helps china's industrial sector flourish.

Keywords: employee knowledge, employee practices, employee performance, organisational commitment, chinese industrial sector.

1. Introduction

In order to stay in business and do well in today's extremely competitive and always-changing business industry, businesses need to continuously adapt. In today's world, it's quite important for managers to know how to use the information superhighway quickly and effectively. Knowledge management (km) is very important in today's business world, which is fast-paced, competitive, and full of unknowns. The health and productivity of employees may be negatively or positively impacted by the management of information via approaches such as human networks, standardisation, and personalisation. Knowledge management involves activities such as obtaining, distributing, generating, and retaining information. In terms of how information is acquired, produced, codified, and personalised, there is not a significant variation in the degree to which employees like their work. Nevertheless, there is a significant variation in how well workers perform when information is retained, exchanged, and customised in various ways (swanson et al., 2020). Managers should start km programmes if they wish to improve the morale and productivity of knowledge workers at work. The basis of human resource activities, which include training and development, job analysis, reward, recruitment and selection, social support, employee

connections and empowerment, and employee satisfaction, is the source of employee performance. Engagement in knowledge management at the individual level—that is, the extent to which a knowledge worker participates in activities connected to knowledge management. It is essential to cultivate the productivity of knowledge workers, the efficacy of knowledge management architecture, and innovation via this notion. The significance of participation in knowledge management by individual employees in boosting the knowledge-worker productivity and creativity in knowledge-centred organisations (rodjam et al., 2020).

2. Background of the study

Knowledge of employees may increase the performance of a firm in the manufacturing sector in china. In general, earnings are influenced by structural capital (sc), human capital (hc), and physical capital, while profitability and productivity are influenced by relational capital, structural capital (sc), human capital (hc), and physical capital. Furthermore, the knowledge-based performance of firms that are owned by the government is affected more by innovative knowledge than the knowledge-based performance of firms that are privately owned. In addition, companies that operate in the high-tech manufacturing sector have a higher knowledge-based performance than companies that operate in the non-high-tech manufacturing sector. Finally, manufacturing companies located in china's eastern region have a higher knowledge-based performance than manufacturing companies located in the central and western regions of china (sahibzada et al., 2022). Workplace policies and procedures both increase workers' commitment to their companies and decrease their desire to leave. From here, businesses need to manage employees' views of sacrifice while still fostering their professional growth. Employees' perceptions of a greater personal cost due to development activities may increase their intentions to leave, even while these initiatives improve skills and engagement. Organisations may address this by sharing the positive impact of development activities on career progression and organisational performance in the long run. Perceived sacrifices are reduced and commitment is strengthened via recognition and help. Reduced sacrifice is another possible outcome of a good work culture that promotes employee wellness and work-life balance. By speaking freely and tailoring development programmes to employees' individual goals, companies may increase engagement, retention, and performance. Human resource strategies that retain and develop talent must consider the intricate relationship between growth, perceived sacrifice, and employee turnover (wang et al., 2020).

3. Purpose of the research

Organisational commitment is seen as a moderator between employee knowledge and practices and their effect on organisational performance in china's industrial sector. This research aims to explain this link. Knowledge (the set of abilities, experiences, and facts that workers bring to a job) and efficient procedures are the two most important factors in determining personal and company success. The study intends to improve organisational results by identifying critical areas where staff development and practice implementation may be improved by analysing the impact of these variables on performance. On top of that, researchers want to find out whether organisational commitment mediates this connection. Workers' organisational commitment—a measure of their loyalty, identity, and emotional investment in their company—could enhance or diminish the impact of workers' knowledge and practices on performance. Organisations might get significant insights on how to strengthen employee engagement and maximise the advantages of skilled and well-practiced workers by understanding this mediating role. In the end, the research hoped to add to what is already known by providing managers in china's industrial sector with actionable takeaways that highlighted tactics that boost organisational commitment, employee knowledge, and practices in order to attain long-term performance gains.

4. Literature review

When seen through the lens of the competitive market, the knowledge that people possess is a crucial fundamental resource for every firm. According to the prevailing theory, the fundamental building blocks of life are composed of intangible assets such as knowledge and human capital in the present expanding economy. Particularly within the field of industry, china does not have a sufficient number of persons who possess the knowledge and skill necessary to compete at an international level. Knowledge is a strategic asset in the success of an organisation in the rising knowledge-based economy of today; this is because knowledge embodies intangible competitive resources, operational routines, and creative processes that are difficult to mimic. It is possible to describe it as information that has been integrated with experience, context, interpretation, and reflection (kokkaew et al., 2022). The process of acquiring information is a crucial component of the development of organisations. In order to obtain high performance, a lot of firms depend on the optimal use of physical assets and natural resources in addition to the use of knowledge management (km). Human capital, especially in the form of organisational commitment, has a substantial impact on the connection between the knowledge and practices of an organisation's workers and the success of that company. Organisations, particularly public utilities, have the ability to embrace crucial components of success, improve their knowledge management strategies, and increase their overall competitiveness and operational performance when they understand the current circumstances and the actual expectations of their people (ullah et al., 2022). In order to enhance the performance of an organisation, methodologies for knowledge management must be included and implemented in a manner that enables the organisation to get a competitive advantage. Organisations that have expertise in knowledge management see knowledge as a kind of human capital and have established organisational principles and practices that promote the creation and distribution of knowledge. The success of every company depends on the concept of organisational commitment. The most important component in attaining competitive performance is the dedication of employees. The definition of commitment is the force that holds a person to an action plan that is relevant to a certain goal. Strong and effective human resource strategies are critically needed to enable workers to enhance their job efficiency. Organisational politics should be a win-win for all workers, and these techniques should increase employees' dedication to their careers and the company. Workers will go elsewhere for employment if they are confused about or don't identify with the company's values and norms (than et al., 2023).

5. Research questions

- How do employee practices influence organisational commitment?
- How do employee practices impact employee performance in the chinese industrial sector?

6. Research methodology

6.1 research design

This research used a quantitative methodology to carry out the investigation. Data processing was performed using spss version 25. Descriptive statistics were used to improve the clarity of the demographic data. The investigation team analysed odds ratios (or) with a 95% confidence interval (ci) for selecting the size and direction of the correlations. Results were statistically significant when the p-value is less than 0.05. Quantitative approaches were increasingly used for their ability to conduct thorough statistical analysis and systematic evaluations of survey results.

6.2 sampling

The research study used the basic random sampling procedure. The rao-soft program suggested a total of 612 volunteers for the research. Researchers administered 750 surveys to individuals in the construction sector employed by several consulting companies across many project locations. The researcher narrowed the field of 709 responses down to 676 after removing 33 due to insufficient or incorrect information. The total number of samples is 676 as a result.

6.3 data and measurement

The majority of the research data was gathered via questionnaires. The poll had two sections: (a) basic demographic information and (b) a 5-point likert scale evaluating issues related to digital and traditional media. The majority of the secondary data was acquired from various online and offline sources.

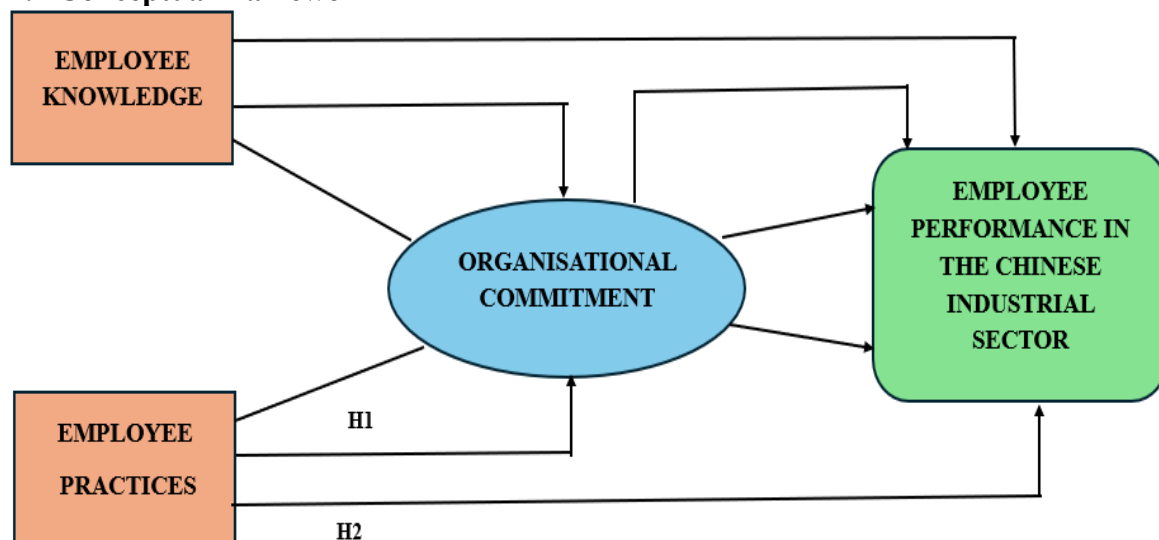
6.4 statistical software

The researchers conducted the statistical analysis using spss 25 and ms excel.

6.5 statistical tools

A descriptive methodology was used to examine the data thoroughly. Factor analysis needs to be used to assess dependability.

7. Conceptual framework



8. Result

● Factor analysis

The essential foundation of a group of measuring items may be checked using factor analysis (fa). The idea that hidden effects could influence the outcomes of apparent ones is a prevalent misconception. Precision analysis (fa) is a framework-based method. Identifying the nature and source of measurement errors and their relationship to observed events is a primary objective of this endeavour.

The data may be shown suitable for factor analysis by using the kaiser-meyer-olkin (kmo) method. To make sure there's enough data for the whole model, the scientists double-check that each component has a large enough sample. The findings show that the variances of some of the components are rather close to one another. Applying factor approximation to reduced datasets improves results.

A number between zero and one is the output of the kmo technique. If the kmo number is between 0.8 and 1, testing should be done.

Scientists must rectify the issue promptly, since they have identified a sample that is inadequate (kmo = 0.6). Measurements often vary from 0.5 to 0.6. Enquiring about the consensus among writers is prudent prior to making a final decision. Consequently, 0.5 is often used.

As the proportion of total connections characterised by partial encounters attains a statistically significant threshold, the kmo score approaches zero. When significant connections are involved, assessing components becomes much more challenging.

From 0.050 to 0.059, frequency ranges vary immensely.

- the range of 0.60 to 0.69 is quite adequate.

the median rating generally ranges between 0.70 and 0.79.

the typical range for point values is 0.80 to 0.89.

when the value is between 0.90 and 1.00, a very unlikely event takes place.

testing the appropriateness of the kmo and bartlett's sampling method (table 1):

valued at 0.928 on the kaiser-meyer-olkin scale.

The results of bartlett's test of sphericity are as follows: 3252.968 is the approximate chi-square value; 190 is the degrees of freedom (df); sig = .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

The matrices were found to be strongly related according to bartlett's sphericity test. An adequate sample size of 0.928 has been shown by kaiser-meyer-olkin. The researchers obtained a p-value of 0.00 using bartlett's sphericity test. The sphericity study by bartlett indicates that the association matrix is incorrect.

❖ **Independent variable**

● **Employee practices:**

Businesses' recruitment, orienting, and promoting methods are termed "employee practice". Researcher address employee engagement, orientation, education, performance oversight, and recruiting. Process improvement boosts staff retention, morale, and productivity. Fair and transparent hiring attracts talent. Onboarding sets expectations and provides tools to assist new personnel in acclimatising. Staff grow with ongoing training in fresh abilities and industry trends. Staff satisfaction with participating, advancement and growth, work-life balance, acknowledgement, health, and safety influences organisational commitment, emotional fatigue, mental health, and turnover intentions. Satisfaction with employee engagement activities predicted employee outcomes more than satisfaction with other healthy workplace practices. Employee engagement in programme creation may boost some of the advantages of healthy workplace

programmes for workers. Performance management needs assessments, feedback, and goal planning to achieve personal and organisational goals. Awards increase staff morale and motivation. Open communication and a friendly environment foster innovation and collaboration (lu et al., 2023).

❖ **Mediating factor**

● **Organisational commitment:**

Hr management values organisational commitment under uncertainty. Employees are devoted to an organisation because they feel like they belong and believe in its mission. Also because they're eager to work harder. In business management and psychology, "commitment" refers to an employee's emotional and mental investment in their organisation. According to this perspective, commitment leads to workers' desire to stay with the company, acceptance of its aims, and identification with its values. But "organisational commitment" does not always imply "job commitment," "work attachment," or any such thing. A person's dedication to their organisation and their job may sometimes overlap. People might have high organisational commitment and identification with low-skilled occupations and strict supervisory control; yet those who are devoted to their work want professional progress apart from the organisation's success. In such a situation, variables like job stability might influence commitment and identity (padave & kanekar, 2023).

❖ **Dependent variable**

● **Employee performance in the chinese industrial sector:**

A significant number of chinese businesses owe their success in large part to the performance of the individual workers they employ. In an effort to obtain better outcomes, supervisors and managers make a regular attempt to instill their workers with a desire to succeed. Individuals who are enthusiastic about their occupation are considerably more inclined to allocate the necessary time and effort to ensure that the organisation's objectives are accomplished. Managers in modern firms must forsake the inefficient "carrot and stick" approach to employee engagement, performance appraisals, and incentive programmes that are now in use. Education and professional growth are two things that assist the application and accumulation of knowledge. It has become a basic component of human resource management (hrm) as a result of the positive influence that it has on the level of productivity in the workplace (chen et al., 2020).

● **Relationship between employee practices and organisational commitment:**

The development of organisational commitment needs effective employee practices. In organisational behaviour and industrial and organisational psychology, organisational commitment is the individual's psychological attachment to the organisation. Organisational commitment predicts work variables such as turnover, organisational citizenship behaviour, and job performance. Organisational commitment—an employee's emotional attachment and allegiance to their company—is important for organisational behaviour and industrial-organisational psychology. This commitment affects how employees see their position and their willingness to support corporate objectives. Recognition, growth, supportive management, and equitable policies are crucial to employee dedication. When workers feel appreciated and connected with organisational ideals, their emotional and psychological relationships grow, increasing motivation and satisfaction. Critical job results are strongly correlated with organisational commitment. Committed workers depart less, lowering turnover and expenses. They tend to exhibit greater degrees of organisational citizenship—voluntary efforts that benefit the workplace beyond employment responsibilities. Because of their dedication and commitment to the company, such workers frequently perform better. Effective human resource methods are

essential for corporate success, stability, and development by fostering organisational commitment (cherif, 2020).

With respect to the above discussion, the researcher in this analysis set out to test the following hypothesis on the connection between employee practices and organisational commitment:

- *“ h_{01} : there is no significant relationship between employee practices and organisational commitment.”*
- *“ h_1 : there is a significant relationship between employee practices and organisational commitment.”*

Table 2: H_1 ANOVA Test

ANOVA					
Sum					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	36981.352	288	5874.473	1080.462	.000
Within Groups	357.583	387	5.437		
Total	45856.520	675			

Noteworthy findings are formed by this search. An f-value of 1080.462 and a p-value of .000, both of which are lower than the .05 alpha level, indicate importance. This theory, *“ h_1 : there is a significant relationship between employee practices and organisational commitment”* is acquired whilst rejecting the null hypothesis.

- **Relationship between employee practices and employee performance in the chinese industrial sector:**

Employee habits and performance in the chinese industrial sector are closely linked, reflecting cultural, economic, and organisational variables. Effective employee practices, including training and development, performance reviews, incentive systems, and supportive management, boost employee performance in china's fast-growing industrial environment. Chinese ideals of collectivism, authority, and harmony affect staff practices and reception. Loyalty, collaboration, and respect motivate employees to collaborate. Culturally appropriate performance-based recognition and incentive initiatives may enhance productivity and inspire employees. Comprehensive staff development programmes and fair assessment systems improve employee performance, commitment, and organisational loyalty, according to research. Skill development and career progression boost employee performance and organisational competitiveness. These techniques may be hindered by hierarchical systems, conventional management approaches, and organisational trust. Positive, culturally appropriate personnel behaviours boost performance, creativity, and organisational success in china's industrial sector (silva et al., 2023).

In regard to the overhead discussion, the researcher in this study set out to test the following hypothesis on the connection between employee practices and employee performance in the chinese industrial sector:

- *“ h_{02} : there is no significant relationship between employee practices and employee performance in the chinese industrial sector.”*
- *“ h_2 : there is a significant relationship between employee practices and employee performance in the chinese industrial sector.”*

Table 3: H₂ ANOVA Test

ANOVA					
Sum					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	34973.257	322	5778.274	1078.841	.000
Within Groups	387.486	353	5.356		
Total	42955.520	675			

Unique findings are delivered by this inquiry. An f-value of 1078.841 and a p-value of .000, both of which are under the .05 alpha level, indicate significance. This theory, "*h₂: there is a significant relationship between employee practices and employee performance in the chinese industrial sector*" is accepted, whilst rejecting the null hypothesis.

9. Discussion

In china's industrial sector, organisational commitment served as a pivotal mediator in the complex and diverse interplay of employee knowledge, practices, and performance. Knowledge of not just one's own responsibilities and duties, but also one's organization's aims and industry standards is an essential part of competence. Responsibilities, priorities, and response times to change might all be improved by having more seasoned staff members on board. With the help of training, performance evaluation, and supportive management, workers might contribute to this corpus of information and thrive at work. These strategies cultivate a sense of belonging and devotion by increasing employees' skill sets and reiterating organisational principles and policies. The industrial sector in china is defined by strong collectivist and hierarchical cultural views; structured staff practices may substantially improve organisational commitment in this industry. Organisational devotion was a key link between turning staff knowledge and practices into better performance. Employees that were committed are less likely to intend to quit their current job, more likely to work harder, and more motivated in general. Acknowledging employee achievements, encouraging their professional growth, and helping them link their personal goals with the organisation's broader goals are all things that tend to make this commitment stronger. Empirical studies indicate that efficient management of workers' knowledge and practices, along with strong organisational commitment, significantly enhances overall performance in the chinese industrial sector. A deficiency in commitment might erode the beneficial impacts of knowledge and practices, resulting in reduced production and heightened turnover. Consequently, organisations have to prioritise the integration of knowledge improvement activities with supporting staff practices to cultivate greater dedication and, eventually, enhanced performance.

10. conclusion

Organisational commitment was an important moderator between employee knowledge and practices and performance in china's industrial sector, according to this study's findings. Confidence, skill mastery, and motivation all contribute to greater performance levels among employees who are well-informed and actively participate in successful practices. Employees were more likely to put their expertise to good use when they have a strong feeling of loyalty and connection to their organisation, which was improved by organisational commitment. Employees' performance was maximised when they feel emotionally and psychologically committed to the organisation, regardless of whether they possess the requisite information or participate in optimum practices. This was supported by the mediating function of commitment. These results showed that chinese manufacturing companies need to put money into their employees' ongoing

professional growth, create a positive work environment, and use strategies to increase dedication. Performance, efficiency, and growth might all be enhanced in the long run with the help of such integrated strategies. In china's ever-changing industrial scene, strategic human resource management may benefit greatly from understanding the relationship between knowledge, practices, and commitment.

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