# Article information:

Full article: Interpreting the impact of knowledge management processes on organizational performance in Chinese higher education: mediating role of knowledge worker productivity  
<https://www.tandfonline.com/doi/abs/10.1080/03075079.2020.1793930>

# Article summary:

1. The study examines the effects of knowledge-oriented leadership on knowledge management processes in research universities and tests the direct association among knowledge management processes and organizational (university) performance.

2. The study further examines the mediating role of knowledge worker productivity between knowledge management processes and organizational performance.

3. The study used a sample frame of 536 academic and administrative employees from research universities of China, and analyzed the assumed logical associations using PLS-SEM.

# Article rating:

Appears moderately imbalanced: The article provides some useful information, but is missing several important points or pieces of evidence that would be required to present the discussed topics in a balanced and reliable way. You are encouraged to seek a more balanced perspective on the presented issues by exploring the provided research topics and looking at different information sources.

# Article analysis:

The article titled "Interpreting the impact of knowledge management processes on organizational performance in Chinese higher education: mediating role of knowledge worker productivity" aims to examine the effects of knowledge-oriented leadership on knowledge management processes in research universities and test the direct association among knowledge management processes and organizational (university) performance. The study further examines the mediating role of knowledge worker productivity between knowledge management processes and organizational performance.

The article provides a comprehensive overview of the importance of Knowledge Management (KM) in Higher Education Institutions (HEIs). It highlights that HEIs are vital in knowledge creation, acquisition, storage, and sharing that can significantly contribute to social and economic progression. The article also emphasizes that KM can fill in as an incentive for enhanced collaboration and inquiry.

However, there are some potential biases in the article. Firstly, the study only focuses on research universities in China, which limits its generalizability to other countries or types of HEIs. Secondly, the study assumes a direct association between knowledge management processes and organizational performance without considering other factors that may influence organizational performance. Thirdly, while the study examines the mediating role of knowledge worker productivity between knowledge management processes and organizational performance, it does not explore other possible mediators or moderators.

Moreover, there are some missing points of consideration in the article. For instance, it does not discuss how KM can be implemented effectively in HEIs or how to measure KM effectiveness. Additionally, it does not address potential risks associated with KM implementation or how to mitigate them.

Furthermore, there is some unsupported claim in the article. For example, it claims that KM works as a catalyst for enhanced collaboration and exploration without providing evidence to support this claim.

In conclusion, while the article provides valuable insights into the inter-relationship of knowledge-oriented leadership, knowledge management processes, and higher education performance while enlightening valuable insights into prevailing literature by instantaneous investigation of the mediating role of knowledge worker productivity; it has some potential biases, missing points of consideration, and unsupported claims that need to be addressed.

# Topics for further research:

* Effective implementation of knowledge management in higher education institutions
* Measuring knowledge management effectiveness in research universities
* Risks associated with knowledge management implementation in higher education
* Strategies for mitigating risks in knowledge management implementation
* Factors influencing organizational performance in higher education institutions
* Best practices for enhancing collaboration and inquiry in higher education through knowledge management

# Report location:

<https://www.fullpicture.app/item/f0ce6ab8c5540435fa5b369cbd21bfab>