Research into knowledge management (KM), organizational memories, and organizational learning has been affected by investigations such as implementation aspects, system developments, or knowledge flows during a number of years. Therefore, a high maturity level of KM research has been achieved. However, organizational KM initiatives are more and more faced with budget cuts and justification demands due to intense competition in today's business environments. The influences of the rapid pace of globalization and of the ongoing liberalization of national and international markets lead to the emergence of increased pressure on existing companies. Project managers of KM initiatives like Chief Knowledge Officers need to justify their budgets and thus are in need of qualitative and quantitative evidence of the initiatives' success. In addition, ROI calculations and traditional accounting approaches do not tell an adequate story when proposing knowledge-based initiatives.

This mini-track explores research into strategies, methodologies, and stories that relate to measure this success. Papers explore the bodies of performance measurements that define the current state of research in measuring KM, organizational memory, and organizational learning success. Three papers will be presented in one session. Brief summaries of each is presented here.

**Conceptualizing Knowledge Use: A Theoretical Framework and Empirical Study.**

Ting-ting (Rachel) Chung and Dennis Galletta

The authors develop a theoretical framework to conceptualize knowledge use, a frequently utilized dependent variable in knowledge management research. The model identifies innovative use, conceptual use, and affective use as three dimensions of the knowledge use construct which is theorized to be part of a nomological network that includes knowledge quality and procedural justice as two antecedents to knowledge use. This conceptualization is empirically examined through a matched-pair survey study. Findings support the theoretical framework at both the measurement and the structural levels.

**It’s Not “Just” Validation: The Effect of Organizational Justice on Contributions to a Knowledge Repository.**

Alexandra Durcikova and Kelly Fadel.

Drawing on literature in knowledge sharing and organizational justice, the authors develop hypotheses about how various dimensions of perceived justice of validation procedures influence employees’ perceptions of knowledge quality within the repository and their knowledge contributions to it. Analysis of survey data collected at a large North American technical support company reveals that both quality perceptions and contribution behaviors are positively influenced by perceived procedural justice of validation, but not by perceived informational or interpersonal justice.

**Where to Look for Knowledge Management Success**

Murray Jennex, Stefan Smolnik, Dave Croasdell.

Defining when a knowledge management (KM) project or initiative is successful is difficult. Prior research has proposed that KM success is measured in four dimensions: impact on business processes, impact on knowledge management strategy, leadership/management support, and knowledge content. This study proposes a set of measures that operationalizes these four dimensions and then survey respondents to see if these measures were observed in a specific knowledge management project or initiative. The results of the survey is that the more successful a knowledge management project/initiative is perceived to be the more of the tested measures will be observed and more likely the organization is to see success in all four dimensions.