



**International Journal of Learning and Intellectual Capital**

ISSN online: 1479-4861 - ISSN print: 1479-4853

<https://www.inderscience.com/ijlic>

---

**Editorial: Exploring opportunities for creating sustainable competitive advantages in the digital age: intellectual capital and knowledge management as triggers**

Patricia Ordóñez de Pablos

**Article History:**

Received:

Accepted:

Published online: 10 November 2025

---

# Editorial: Exploring opportunities for creating sustainable competitive advantages in the digital age: intellectual capital and knowledge management as triggers

---

Patricia Ordóñez de Pablos

Department of Business Administration,  
Faculty of Economics and Business,  
The University of Oviedo,  
Avda del Cristo, s/n,  
33.071 Oviedo – Asturias, Spain  
Email: patriop@uniovi.es

---

## 1 Introduction

Human resources departments in both companies and governments must build strategic human capital capable of facilitating the transformation of organisations and nations in the digital age. Developing and nurturing this human capital is essential for survival in a hypercompetitive and volatile environment (Lytras and Ordóñez, 2008; Zhang et al., 2012). Strategic human capital must possess the skills and competencies to address emerging challenges in the labour market, deliver innovative products and services, and pave the way for greener, more inclusive societies and economies (Aisha Begum and Swamy, 2024; Romano et al., 2025; Tortora et al., 2024; Zhang et al., 2024).

Let's dive into how companies and nations can build and manage this strategic resource.

## 2 Contents of the issue

Issue 3 of the *International Journal of Learning and Intellectual Capital* features a collection of five papers that discusses key topics for competitiveness of companies and regions in the digital age: emerging technologies, employee engagement, human capital, intellectual capital, knowledge sharing, leadership and training. It provides empirical evidence and discussion from the Emirate of Abu Dhabi, India and Vietnam.

The contents of this issue will foster dialogue among academics, researchers, entrepreneurs, policymakers and other relevant actors in the digital and green transition of societies, companies and nations.

The paper titled 'Exploring the nexus of employee engagement, affective commitment, job satisfaction, and organisational citizenship behaviour in leather industries: an attitudinal theory perspective' (by Jagadeeswari and Shekhar) presents the results of a study that explores "How employee engagement (EE) and affective

commitment (AC) impact organisational citizenship behaviour (OCB) drawing on the attitudinal theory perspective. Furthermore, the paper explores how job satisfaction mediates the relationship between employee engagement, Affective commitment, and OCB. In this study, a total of 418 samples were taken from leather industries in Vellore District using SPSS and Smart PLS version 3. We found that affective commitment directly impacts OCB whereas employee engagement has no significant impact on OCB. Apart from the direct effect, the study also shows that job satisfaction indirectly affects EE, AC, and OCB. However, there is a mediating impact on job satisfaction between EE, AC, and OCB. In this paper, the argument is based on whether employee engagement and affective commitment impact organisational citizenship behaviour (OCB). The author demonstrated the connection between EE, AC, and OCB with the mediating effect of Job satisfaction as our main contribution.”

The paper titled ‘Intellectual capital and decent work: synergistic impact on firm competitiveness in emerging economies’ (by Nguyen) states that “While the individual roles of intellectual capital (IC) and decent work (DW) in fostering firm competitiveness are well-documented, their combined, synergistic effects, particularly within the unique contexts of emerging economies, remain underexplored. This systematic literature review addresses this critical gap by synthesising findings from extensive academic literature across multiple disciplines. Drawing on existing research, this review highlights how IC components – human, structural, and social capital – dynamically interact with DW dimensions such as employment quality, rights, security, and social dialogue. The synthesis reveals that IC and DW are not just complementary but mutually reinforcing constructs that synergistically contribute to enhanced firm performance, innovation, and market competitiveness. This synergistic impact is particularly relevant and impactful in the dynamic and resource-constrained environments characteristic of emerging economies. The findings underscore the need for integrated strategies that foster DW practices alongside strategic investments in IC to drive long-term sustainable competitiveness. This study bridges significant gaps in existing research by providing a synthesised understanding of the IC-DW nexus and offers actionable insights for academics, policymakers, and business leaders seeking to leverage these elements for sustainable growth in emerging markets.”

The paper titled ‘Enhancing insurance agents’ learning and performance through AI-based training: a study within the Life Insurance Corporation of India’ (by Kurian and Swarupa) affirms that “Artificial intelligence (AI) has improved insurance agents’ learning and intellectual capital in the 21st century. This study examines how training influences insurance agents’ performance within the Life Insurance Corporation of India (LIC) framework. This study examines how AI-based training influences LIC insurance representatives’ knowledge and skill development to show how AI technology may improve insurance agents’ expertise. Over an experiment month, LIC insurance brokers’ effectiveness, population demographics, and voice personality factors were collected. Agent performance was measured by the average buy rate, which is the percentage of sales calls that resulted in loan renewal. A study hypothesis examines how AI-based training has affected LIC insurance agents’ job performance. The relative effects of different parameters on agent purchase rates were assessed using multiple linear regression. The AI coach (AI trainer) greatly increased the purchase rate. The study also confirmed H1, revealing that middle-ranked agents improved their sales performance more than bottom- and top-ranked agents. Middle-ranked agents performed better after getting coaching remarks, moderating the inverted-U pattern, supporting Hypothesis 2.”

The paper titled 'The impact of personality traits on knowledge sharing behaviour of university lecturers in Vietnam' (by Hong, Phong, Phuong and Trang) studies "The influence of various personality traits on the knowledge-sharing behaviour among lecturers in higher education institutions. The primary objective is to understand how traits like conscientiousness, agreeableness, extraversion, openness to experience, and emotional stability impact lecturers' willingness to share knowledge within their academic environments. The study adopts a quantitative research methodology, utilising a survey questionnaire distributed to a random sample of 603 lecturers across Vietnamese universities. The personality traits were measured using the Big Five personality traits model, and knowledge-sharing behaviour was assessed through established scales. The data was analysed using statistical to evaluate the relationships between variables. Key findings indicate that conscientiousness has the strongest positive impact on knowledge sharing, suggesting that responsible and organised individuals are more likely to share knowledge with colleagues. Openness to experience also plays a significant role, as those who are curious and open to new ideas are more inclined to exchange information. Other traits like emotional stability, extraversion, and agreeableness showed positive but weaker relationships with knowledge-sharing behaviour. The study concludes that fostering traits such as responsibility and openness in lecturers can enhance knowledge-sharing practices, ultimately improving academic collaboration and organisational performance in universities."

Finally, the paper titled 'Influence of shared governance on employee innovative behaviour mediated by employee engagement and moderated by leadership: a study among nurses' (by Al Amiri, Roussia and Alchaleh) discusses the "Influence of shared governance (SG) implementation on employee work innovative behaviour (EWIB), mediated by employee engagement (EE), and moderated by leadership. To achieve this goal, the authors adopted the cross-sectional, quantitative research design to survey a convenience sample of nurses working in hospitals well known for implementing SG among their nurses. The study revealed that the SG implementation had a significant direct influence on EE ( $t = 7.25$ ,  $P < 0.01$ ) and EWIB ( $t = 6.51$ ,  $P < 0.000$ ), and EE had a significant effect on EWIB ( $t = 3.83$ ,  $P < 0.000$ ). Moreover, EE partially mediated the relationship between SG and EWIB ( $t = 3.15$ ,  $P = 0.002$ ). The study disclosed an insignificant moderating effect of leadership on the relationship between SG and EE ( $t = 2.17$ ,  $P = 0.03$ ), and SG and EWIB ( $T = 0.415$ ,  $P = 0.68$ ). The study confirmed the value of SG and its superiority in utilising employee power to enhance organisational innovation and recommended educating managers about SG."

## Acknowledgements

I would like to express my thanks to Inderscience staff, particularly Alexandra Starkie, for their ongoing support in the development of this journal. I am also deeply grateful to our dedicated editorial board members and the international pool of reviewers who contribute their expertise and time. Their invaluable feedback plays a crucial role in helping authors enhance their submissions, and for that, I extend my sincere appreciation.

## References

- Aisha Begum, M. and Swamy, T.N.V.R.L. (2024) 'Harnessing green intellectual capital for sustainable development: the dynamic capabilities approach to environmental policy', *Bus. Strat. Dev.*, Vol. 7, p.e70041.
- Lytras, M.D. and Ordóñez de Pablos, P. (2008) 'The role of a 'make' or internal human resource management system in Spanish manufacturing companies: empirical evidence', *Human Factors and Ergonomics in Manufacturing*, Vol. 18, No. 4, pp.464–479.
- Romano, M., Cunningham, J.A., Cuttone, G., Munnia, A., Nicotra, M. (2025) 'Intellectual capital-based research impact management: a strategic approach to increase regional intellectual capital', *Journal of Intellectual Capital*, Vol. 26, No. 7, pp.24–42.
- Tortora, D., Genovino, C., De Andreis, F., Loia, F. and Cuomo, M.T. (2024) 'Boosting intellectual capital and digital maturity of SMEs: an investigation of enterprises in an Italian Southern tourist district', *Journal of Intellectual Capital*, December, Vol. 25, No. 7, pp.176–198.
- Zhang, X., Jiang, S., Wang, X., Duan, K., Xiao, Y., Xu, D., Lytras, M.D., Zheng, Y. and Ordóñez de Pablos, P. (2024) 'Promoting sales of knowledge products on knowledge payment platforms: a large-scale study with a machine learning approach', *Journal of Innovation & Knowledge*, July–September, Vol. 9, No. 3, p.100497.
- Zhang, X., Ordóñez de Pablos, P. and Zhu, H. (2012) 'The impact of second life on team learning outcomes from the perspective of IT capabilities', *International Journal of Engineering Education*, Vol. 28, No. 6, pp.1388–1392.