



**International Journal of Learning and Intellectual Capital**

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

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

---

**Editorial: Insights on knowledge management and intellectual capital for a greener and digital future**

Patricia Ordóñez de Pablos

**Article History:**

Received:

Accepted:

Published online: 24 May 2024

---

## Editorial: Insights on knowledge management and intellectual capital for a greener and digital future

---

Patricia Ordóñez de Pablos

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

---

### 1 Introduction

Advanced digital technologies and intellectual capital (IC) can accelerate the economic recovery of economies in post-pandemic times, paving the way towards a greener, more inclusive and resilient economies and societies (Anshari and Almunawar, 2022; Anshari and Hamdan, 2022; Shaikh et al., 2023; Shehzad et al., 2023; Sharma et al., 2022). Therefore, it is important to understand the complex dynamics of IC on organisational performance and how IC's constructs (human capital, relational capital, and structural capital) impact organisational competitiveness and the creation of long-term competitive advantages for companies and nations.

It is vital to share emerging views and insights about the nurture and deployment of human capital, relational capital, and structural capital, about how companies can retain talent and about how to build strategic scientific collaboration networks. Additionally, it is crucial to explore the role of green IC for companies, governments, and nations too (European Commission, 2024; Khan et al., 2023, 2024; Nisar et al., 2021; Ordóñez de Pablos, 2004a, 2004b, 2004c; Zhang et al., 2012, 2019; Zhao et al., 2014).

We hope this issue of *International Journal of Learning and Intellectual Capital* stimulates lively discussion about how IC and knowledge management can boost organisational competitiveness and job creation as well as accelerate the transition towards greener and more inclusive economies and societies in Asia, Europe and beyond.

### 2 Contents of the issue

The third issue of 2024 presents a collection of five papers that contributes to a better understanding of how IC, knowledge management and organisational learning can support and accelerate the transition for a greener and digital future. The issue explores crucial issues for competitiveness in the digital age and discusses insights and evidence from Czech Republic, India, Indonesia and Malaysia.

The paper titled 'Factors determining employee engagement role in malaysian private higher educational institutions' (by Yusof, Ahmed and Said) aims to establish a model of

employee engagement from the perspective of academics in Malaysian private higher educational institutions (PHEIs) that may contribute to the body of knowledge. It is carried out to determine the mediating role of the meaning of work, a dimension under the higher construct of psychological empowerment, in the relationships between perceived organisational support, job characteristics, and skills utilisation on employee engagement in the context of PHEIs in Malaysia. Data was collected in 2020 among 308 academics with a 65% response rate. This study found that the meaning of work partially mediates the relationship between job characteristics and skills utilisation on employee engagement. Interestingly, this study's finding contradicts those previous studies pertaining to the constructive relationship between perceived organisational support on employee engagement in the context of academics in Malaysian PHEIs. *The result of this study may contribute to the importance of the specific explanation that is required to be performed by academics in Malaysian PHEIs in executing their responsibility to its environment. The results shows that academics are expected to comply with multiple tasks in their role and the decisions that they made will affect the results to the future betterment of their surroundings especially to their students in the respective university.* Thus, this study recommends that to improve employee engagement, PHEIs should consider prioritising efforts that enhance job characteristics and skills utilisation and streaming the academics based on baskets of tasks or Key Performance Indicators (KPIs) that incorporate their choice of inclination.

The paper titled 'The relationship between intra-organisational trust and knowledge sharing: empirical evidence from the Czech Republic' (by Benyahya) states that knowledge sharing has a significant impact on the performance of organisations. Some researchers mentioned trust to be a key factor in knowledge sharing and its success. Can knowledge sharing be really facilitated by trust? And if yes, what kind of trust is important for that? This study examined the influence of trust on the intensity of knowledge sharing in organisations and tries to develop a model of the dimensions of trust. A quantitative approach to the research and an opinion-based questionnaire as a method of data gaining was used. The findings indicate that the extent of trust in the organisation has a significant positive effect on the extent of knowledge sharing in the organisation. Based on the previous studies, four dimensions of trust were suggested. However, only three dimensions of trust (trust in co-workers, trust in the management of the organisation, and trust in the direct superior) predicted knowledge sharing.

The paper titled 'Green intellectual capital and entrepreneurial orientation enabling environmental performance: mediating role of innovation capability in Indian manufacturing SMEs' (by Raman, Jeedigunta, Krishnan, Karpurapu and Jain) explores the influence of green IC (green human capital, green structural capital, green rational capital) and entrepreneurial orientation on environmental performance with the mediating role of innovation capability. This study utilises the natural resource-based view (RBV) theory. The data was collected from a sample of 186 manufacturing SMEs in India. The descriptive analysis through SPSS. The hypothesis testing through structural equation modelling, predictive relevance, and effect size in smart PLS software. The results demonstrate that green IC positively impacts environmental performance. Moreover, the study confirms that innovation capability positively mediates the relationship between green IC, entrepreneurial orientation, and environmental performance. This study provides valuable insights for government and manufacturing SME owners and managers. The study contributes to advancing the literature and mediating the role of innovation capability role to achieve sustainable performance in SMEs.

The paper titled ‘Analysis of the intellectual capital effect on financial performance: systematic literature review and bibliometric analysis’ (by Suciati, Sumiati, Indrawati and Andarwati) aims to analyse the impact of IC on financial performance. With this aim, the paper uses bibliometric analysis on 1,183 Scopus publications to investigate the connection between IC and financial performance. The study highlights the *Journal of Intellectual Capital* as the primary source of articles. Notably, article numbers fluctuated, with a 72% increase in 1998 and a significant 96% decrease in 2023. Prominent keywords include ‘IC’, ‘human capital’ and ‘knowledge management’, often rooted in RBV theory. The findings confirm the consensus linking IC and financial performance, guiding evidence-based business strategies. These results align with analyses in the *Journal of IC*, indexed by Scopus and WOS, reinforcing the significant relationship. However, data limitations, research methodologies, generalisation challenges, and prior research constraints emphasise the need for further investigation to comprehensively understand the IC and financial performance relationship.

Finally, the last paper of the issue, titled ‘An assessment of the modified VAIC models’ (by Marzo) affirms that following the inconclusive results of empirical analyses based on the value added intellectual coefficient (VAIC), many authors have proposed modified VAIC models. Based on the tenet that even significant empirical tests are not a substitute for theory, this paper analyses twelve modified VAIC models in light of the critical drawbacks affecting their ancestor. The analysis reveals that the theoretical and conceptual criticisms of the VAIC still hold for the modified models. Despite the new types of capital added to make the VAIC closer to the most common model of IC in the literature, the proposed models contain obscurities, ambiguities, and inconsistencies in how the new types of capital are measured and conceptualised, and they unfortunately magnify some of the concerns affecting Pulic’s VAIC.

## Acknowledgements

As always, I would like to thank Inderscience staff (especially Alexandra Starkie and Vie Campos) for the continuous support in the development of this journal. Furthermore, I must thank our editorial board members and international reviewers from around the world, for their hard work providing valuable feedback for authors. Thank you very much.

## References

- Anshari, M. and Almunawar, M.N. (2022) ‘Adopting open innovation for SMEs and industrial Revolution 4.0’, *Journal of Science and Technology Policy Management*, Vol. 13, No. 2, pp.405–427.
- Anshari, M. and Hamdan, M. (2022) ‘Understanding knowledge management and upskilling in Fourth Industrial Revolution: transformational shift and SECI model’, *VINE Journal of Information and Knowledge Management Systems*, Vol. 52, No. 3, pp.373–393.
- European Commission (2024) *Strategic Plan 2020-2024 Directorate General for Education, Youth, Sport, and Culture* [online] [https://commission.europa.eu/system/files/2020-10/eac\\_sp\\_2020\\_2024\\_en.pdf](https://commission.europa.eu/system/files/2020-10/eac_sp_2020_2024_en.pdf) (accessed 25 March 2024).

- Khan, A., Hussain, S. and Sampene, A.K. (2023) 'Investing in green intellectual capital to enhance green corporate image under the Influence of green innovation climate: a case of Chinese entrepreneurial SMEs', *Journal of Cleaner Production*, Vol. 418, p.138177.
- Khan, A.N., Mehmood, K. and Kwan, H.K. (2024) 'Green knowledge management: a key driver of green technology innovation and sustainable performance in the construction organizations', *Journal of Innovation & Knowledge*, Vol. 9, No. 1, p.100455.
- Nisar, Q.A., Haider, S., Ali, F., Jamshed, S., Ryu, K. and Gill, S.S. (2021) 'Green human resource management practices and environmental performance in Malaysian green hotels: the role of green intellectual capital and pro-environmental behavior', *Journal of Cleaner Production*, Vol. 311, p.127504.
- Ordóñez de Pablos, P. (2004a) 'Human resource management systems and its role in the development of strategic resources: empirical evidence', *Journal of European Industrial Training*, Vol. 28, No. 6, pp.474–489.
- Ordóñez de Pablos, P. (2004b) 'A guideline for building the intellectual capital statement: the 3R model', *International Journal of Learning and Intellectual Capital*, Vol. 1, No. 1, pp.3–18.
- Ordóñez de Pablos, P. (2004c) 'The nurture of knowledge-based resources through the design of an architecture of human resource management systems: implications for strategic management', *International Journal of Technology Management*, Vol. 27, Nos. 6/7, Special Issue, pp.533–543.
- Shaikh, F., Afshan, G., Anwar, R., Abbas, Z. and Ahmed Chana, K. (2023) 'Analyzing the impact of artificial intelligence on employee productivity: the mediating effect of knowledge sharing and well-being', *Asia Pacific Journal of Human Resources*, Vol. 61, No. 4, pp.794–820.
- Sharma, R., Lopes de Sousa Jabbour, A.B., Jain, V. and Shishodia, A. (2022) 'The role of digital technologies to unleash a green recovery: pathways and pitfalls to achieve the European green deal', *Journal of Enterprise Information Management*, Vol. 35, No. 1, pp.266–294.
- Shehzad, M.U., Zhang, J., Dost, M., Ahmad, M.S. and Alam, S. (2023) 'Linking green intellectual capital, ambidextrous green innovation and firms green performance: evidence from Pakistani manufacturing firms', *Journal of Intellectual Capital*, Vol. 24, No. 4, pp.974–1001.
- 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.
- Zhang, X., Wang, X., Zhao, H., Ordóñez de Pablos, P., Sun, Y. and Xiong, H. (2019) 'An effectiveness analysis of altmetrics indices for different levels of artificial intelligence publications', *Scientometrics*, Vol. 119, No. 3, pp.1311–1344.
- Zhao, J-Y, Qi, Z. and Ordóñez de Pablos, P. (2014) 'Enhancing enterprise training performance: perspectives from knowledge transfer and integration', *Computers in Human Behaviour*, January, Vol. 30, pp.567–573.