Editorial

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The aim of this special issue is to analyse the current situation of knowledge management theory and practice appliance processes peculiarities as a result of new factors that characterise the current global economic climate. The issue deals with the variety and complex characteristics of knowledge management application processes in the region, country or organisation that lead to uniqueness in the face of the effects of globalisation.

Scientists, such as Probst et al. (1999), Becerra-Fernandez et al. (2004), Becerra-Fernandez and Sabherwal (2010), Chen et al. (2005), Jashapara (2005), Kebede (2010), Dalkir (2011), Terzieva (2014), Raudeliūnienė et al. (2016), give various definitions of knowledge management:

- some scientists have pointed the human resources in the definitions of knowledge management ('intellectual capital', person abilities management, the accent of learning importance and conception 'life-long learning' in organisation)

- other scientists have pointed the importance of the strategic management of knowledge management (effective knowledge management depends on the unit of the human factor, technologies and methods and its coordination).

The knowledge management is an expedient and systematic management of knowledge processes, techniques and means in order to comprehensively exploit the potential of knowledge for effective decision-making. Knowledge management is analysed by applying a systematic approach and is implemented through a procedural model of knowledge management forming the cycle of the processes (starting from the setting of knowledge objectives and ending with the evaluation of knowledge) and structuring the chain of knowledge value creation.

The scientists have pointed out that knowledge management appears to be an effective tool for increasing the efficiency of the activity of the region, country and organisation.

This publication presents studies of Lithuanian, Latvian, and Hungarian scientists' research results on knowledge management theory and practice appliance peculiarities.

Rutkauskas et al. (the paper 'The strategic aspects of a country's human capital education') analyse the assumptions and is given the model, how on a country scale should be foster the development of human capital in the context of knowledge society and knowledge economy and how to project the intelligent strategy of human capital for Lithuania. There is a broadly defined the concept of human capital, the essential functions, sources, methods and trends of human capital. The key moment of the paper is rational (optimal) allocation of investments trying to reach the highest benefit for sustainable development. According to Vytautas Rutkauskas, Boguslavas Gruževskis and Irena Danilevičienė, investment in human capital can be used for the different purposes – funds can be invested in education, professional training, healthcare and recreation sphere, staff awareness and mobility ensures. The education of human capital should be the country's strategic development objective and measure for the universality and efficiency of development. Human capital is the present value of the future earns – income. Both in the level of individuals, business and national, this problem is attracting wider and deeper attention of scientists and society. Multi-functionality of human capital makes him the efficiency improvement measure of both business development and other capital aspects. In terms of human capital versatility, requires a different balance between interests and capital development process compatibility with its versatility, and appears the real need for the investment in human capital. The skill-based technological changes and other factors affect the demand for investment to gain new knowledge and improve skills. So, people are forced to upgrade their qualification, improve the skills and abilities. The understanding of human capital as the value of the earned income can become a constructive tool of measurement for both individuals and business and national level. Human capital is especially actual factor of individual's income and employment prospects and is quite important in determining the level and distribution of the level of income in society. The integration of human capital components power and the possibilities of its life cycle should become an efficient scheme for the analysis of human capital opportunities for the efficient creation of added value. Made calculations present the scheme of human capital management and provide its modification, seeking the intelligent investments, which will let to form the investment strategy and help to gain the highest benefit and value-added.

Januškaitė and Užienė (the paper 'Benchmarking in the national intellectual capital measurement: is it the best available approach?') investigate benchmarking approach highlighting its advantages and disadvantages and provide the answer whether it is the most appropriate approach to measure national intellectual capital (NIC). The findings of this contribution reveal that there is no definite answer to the question whether the benchmarking is the best available approach to the national intellectual capital measurement. It is really useful and may provide a lot of precious information if applied carefully and evaluated with caution. However, it has quite a lot of associated deficiencies as well, especially at the stage of interpretation of measurement results. As the study reveals, data availability is one of the most common challenges faced while applying benchmarking methodology. However, the main ideological problem of this approach lays in the unification of national intellectual resource as the basis for competitive advantage and the lack of strategic reasoning. Most of NIC measurement methods are intended to assess NIC condition and this is the final target pursued. In one or another way, the methods provide just a verdict on the state of NIC owned by a country. But this information neither suggests any solutions nor is suitable for further processing. In order to make management decisions, a deep understanding of NIC structure, complexity, uniqueness and underlying processes must be achieved first and benchmarking provides little benefit here. NIC benchmarking enriches common platform of national intelligence. However, this is just a fraction of required relevant information for strategic NIC management. Strategic decision making requires a clear understanding of the consequences of particular decisions and accompanying actions. The absence of understanding of cause and effect relations regarding NIC management is typical of the most NIC measurement methods based on benchmarking. Analysis of advantages and disadvantages of benchmarking methodology as well as the benefits and limitations of its outcomes carried out within this contribution expand understanding of how this approach may be applied for management purposes and what precautions have to be kept in mind. The study shows, that benchmarking is really beneficial and helpful in such situations as: identification of trends and past mistakes based on historic data analysis of national intellectual resources; learning from past experience and 'good practices' of other nations; identification of country's status among others based on measurement results; additional source of information for decision making and holistic view of a country; country's promotion representing its competitive advantage. The biggest benefit of the benchmarking would be achieved if it was applied as a part of strategic NIC management system. This means that benchmarking does not work well on the standalone basis. If it was integrated into the holistic management system, then it would be really beneficial. The findings of the paper reveal that application of NIC benchmarking needs clearly defined particular purpose and must be handled with a great caution.

Ozolina-Ozola (the paper 'An exploratory study of the role of human resource management in models of employee turnover') presented the study results of the human resource management role in the voluntary employee turnover models. The mixed methods design was applied. Based on the scientific research results, the 16 models of employee turnover were selected. Applying the method of content analysis, the factors of employee turnover, described in these models, were grouped into 14 broad bands. The analysis of the selected employee turnover models showed that the human resource management in these models is presented to a great extent as a set of organisational and job characteristics. The most mentioned organisational and job characteristics in

employee turnover models were job content and compensation. The impact of organisational and job characteristics on employee's decision to quit is often described as indirect or intermediate, through job attitudes.

Gaižauskienė and Tunčikienė (the paper 'The concept and role of knowledge worker and workplace fit in learning organisation') analyse the scientific fields and research areas of other scientists who are trying to capture the vague concept of fit, see its roots and development as well as theoretical progress in the main scientific areas and identify its position in management scientific field. Two elements of the fit model are highlighted: knowledge workers and workplaces in a broad sense. The employees which the main instrument in the workplaces is knowledge are becoming the prevailing manpower in organisations. As they become more mobile with their work assets, they also gained more power in organisations as well as more responsibility for their actions and the future of organisation. The match and cohesion of knowledge workers and workplaces allow achieving the synergetic effect on different organisational levels. Increasement of motivation, job satisfaction and steering of stress, as well as their own and organisation's future, will influence the sustainability of organisation performance and environment which is complex and dynamic. As a result, more added values will be created for stakeholders. The findings and insights helping to create a model would show how the fit manifests on different levels and how the organisation could achieve competitive potential. Also giving the preconditions under which the management of fit would become a manageable parameter.

Szegedi et al. (the paper 'Social innovation in the Hungarian business sphere') describe the concepts of corporate social innovation and corporate social responsibility, focusing on the relationship between them, and introduce the features of social innovation in Hungary, and use quantitative and qualitative research methods to investigate how integration of the business sector and a broad layer of society can promote social innovation in a disadvantaged region. The empirical survey indicates that social innovation is needed for economic development of a region since such innovations are capable of helping the business activity recover in disadvantaged areas. From this, it follows that development of the business sphere of Hungary requires the support of social innovation since the business sphere is not yet strong enough – in terms of its self-organisational force and competencies of enterprises/entrepreneurs (their expertise, attitudes and financing) – and in disadvantaged areas, it is even weaker. Social innovation, cooperation, community intervention and support would be capable of promoting business activity in areas that have been left behind, forming an effective activity structure that would have a positive effect on the advancement of the area from a business and social standpoint.

Summarising opinions of Lithuanian, Latvian, and Hungarian scientists, it is possible to point out that the knowledge becomes the essential source of exclusivity and uniqueness. Knowledge management is a discipline that satisfies challenges of the knowledge economy: knowledge creation, use and dissemination. The effective knowledge management becomes relevant in the dynamic environment of the economic, social development when it is important to make adjusted decisions connected with creation and preservation of the uniqueness of region, country and organisation.

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