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## **Editorial: ‘Education, human resources and intellectual capital: exploring solutions for future disruptive scenarios’**

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### **1 Introduction**

Since China reported a new coronavirus (SARS-CoV-2) in January 2020 – which was causing cases of pneumonia in Wuhan City (Hubei province), countries around the world experience an unprecedented healthcare crisis. The pandemic has generated a health emergency that has caused a global disruption, with impact not only at the health level, but also socially and economically, and as we observe with the tensions between countries, even with geopolitical consequences.

In these coming weeks and months, countries have to intensely cooperate, monitor and control the spread of the coronavirus, outbreaks and potential new waves and develop successful vaccines and treatments. Additionally, they have to develop plans to minimise the population’s health risks, reactivate ‘normal’ life and support the quick resumption of economic activity in order to boost economic growth and prosperity.

The research fields of intellectual capital (IC) and knowledge management (KM) can provide strategic insights and knowledge to face the unprecedented challenges countries face and will face in 2020 and coming years. It is critical to protect citizens’ health and wellbeing and boost economies again. In achieving these goals, lessons learnt from the field of IC and KM will provide crucial knowledge to manage current and emergent challenges for societies and economies (Ordóñez de Pablos and Edvinsson, 2020).

### **2 Contents of the issue**

The third issue of *International Journal of Learning and Intellectual Capital* in 2020 provides a rich collection of five papers that explores current and emerging issues in the fields of IC, KM and organisational learning, from educational innovation, learning capabilities, human resource scalability and management. This regular issue offers new views, conceptual frameworks and empirical evidence on IC in Brazil, Iran, Jordan and Pakistan.

Now we will provide a short summary of each manuscript so that our readers can get a glimpse of the content they will find in this issue.

The first paper, titled ‘Educational innovation in the business field: a systematic review according to Brazilian’s coordination of higher education improvement stratum classification’ by Fernanda Edileuza Riccomini, Claudia Brito Silva Cirani, Samara de Carvalho Pedro and Kambou Sie Kevin, addresses the topic of

“educational innovation related to business and economics by presenting systematic review on educational innovation, from papers indexed in Web of Science, without temporal delimitation, until 2017. Among the studies found, 18 papers were published in journals with A1 and A2 stratum in the Brazilian Coordination of Higher Education Improvement, categorized according to educational innovation dimensions proposed by OECD (2014). It seeks to offer a qualitative analysis of how these researches are being directed, observing the gaps related to the research object, as well as to understand how the field envisions the theme of educational innovation. The results reveal the predominance of empirical studies towards school, considering more global studies on the market and theoretical research. There is need for more studies focused on other dimensions such as innovation in resources availability for classroom’s teaching and educational marketing.”

The second paper, titled ‘Organisational learning capabilities of the commercial banks in Jordan: do electronic human resources management practices matter?’ by Sulieman Ibraheem Shelash Al-Hawary, Ayat Saed Mohammad, Mohammad Sultan Al-Syasneh, Maysaa Salman Faleh Qandah and Thunyan Mannaa Seham Alhajri, explores

“the impact of electronic human resource management practices on organizational learning capabilities in commercial banks in Jordan. Workers at commercial banks have been chosen to be the population of this study, and due to their large number, only (400) participants were taken as a random sample. SPSS was used to analyze the data that was collected to achieve the study’s objectives. Results showed that there is a statistical significant impact of the electronic human resources management practices on organizational learning capabilities in commercial banks working in Jordan. The adaption of these electronic human resource management practices on the ground, in any sector in Jordan, is highly recommended, which will reflect positive results regarding the organizational learning capabilities.”

The third paper, titled ‘Intellectual capital in SMEs of Azad Jammu and Kashmir, Pakistan’ by Khushbakht Hina, Noor Hazlina Ahmad, Muhammad Khalique and Imran Khan, analyses

“the impact of intellectual capital on the financial performance of SMEs operating in pharmaceutical industry in Mirpur Azad Jammu and Kashmir Pakistan. Integrated intellectual capital model (IICM) was used to measure intellectual capital in SMEs. Empirical data were gathered through structured questionnaire survey items and the purposive sampling technique was used to select the targeted respondents. A total of 156 out of 230 useable questionnaire survey forms were involved in the study. Seven research hypotheses were established to get the objective of this study. Multiple regression analysis was used to test the proposed research hypotheses. Findings showed that the technological capital and spiritual capital have significant relationship with financial performance while human capital, structural capital, social capital and customer capital were appeared as insignificant predictors. The findings of this study provide a guideline for the policy makers to streamline their intellectual capital in organisation. Due to limited sample size and cross sectional nature, findings of this study may not be generalized to other organisations. Future researchers can conduct their studies in other knowledge intensive SMEs with

larger sample size and longitudinal for the better understanding of the role of intellectual capital.”

The fourth paper, titled ‘Human resource scalability and the solutions to upgrading it in the ISP industry of Iran’ by Roya Erfani, Akbar Hassanpoor, Saeed Jafariniya and Bijan Abdollahi, explores the new concept of human resource scalability and aims

“to identify and prioritize the evaluation indicators of human resource scalability and the solutions to upgrading it within the internet service provider (ISP) industry of Iran. The sample population of the study included 22 people selected from among the ISP industry human resource managers, consultants and experts. Two researchers-made questionnaires used in this descriptive-survey study as data collection tools. Also fuzzy Delphi method and ANP technic used for data analysis. Findings showed that “being creative” was the most important evaluation indicator of human resource scalability and “designing a flexible job” was the best solution to upgrading it in the internet service provider Industry of Iran.”

The last paper of the issue, titled ‘Improving organisational learning, strategic quality, organisational performance: energising intellectual approach’ by Zulkifli, Tatiek Nurhayatie, Widodo and Muhammad Junaidi, proposes the concept of the concept of building competitive advantage in improving organisational performance. This can be done

“by increasing knowledge that emphasizes on building both internal and external relationship to improve organizational performance. In addition, it is also to increase strategic quality through organizational learning processes and enhancing intellectual energizing. That is way, it might provide a new picture and concept in increasing competitive advantage. The concept of this study illustrates that the better the learning process in organizations will be able to increase energizing intellectuals which have a direct impact on the strategic quality consisting of the planning process and the implementation process, so that it will have a direct impact on organizational performance. The concept of this research can be empirical in public sector organizations.”

The authors of the paper plan to test the developed model in Indonesia.

### **3 Coming issues of *International Journal of Learning and Intellectual Capital***

Sixteen years after the publication of the first issue of *International Journal of Learning and Intellectual Capital*, all academics and experts involved in its development together with the extraordinary support of Inderscience staff (Alexandra, Darren, Janet, Mohammed Dorgham and the wonderful team of typesetters) continue working with great enthusiasm on this journal, identifying emerging topics of interest and trends in the field of IC, choosing best available reviewers to review papers according to their areas of expertise, attracting top-level academics and researchers from around the world to publish in our journal, also publishing papers covering countries/regions with few empirical publications on these topics, etc.

In coming issues, the *International Journal of Learning and Intellectual Capital* will continue publishing high quality material from leading researchers in the fields of IC and organisational learning, with special attention to emerging topics, like big data and 2030

Agenda for Sustainable Development-17 Sustainable Development Goals (SDGs). In particular, it will be important to examine the link between IC and some specific SDGs (United Nations, 2020), like SDG3. Good health and well-being, SDG5. Gender equality and SDG11, sustainable cities and communities, for example, with regards to SDG3, the analysis of the role of information technologies in the management of knowledge-based resources in hospitals and healthcare institutions for scientific research, and how these constructs are related to organisational performance.

## References

- Ordóñez de Pablos, P. and Edvinsson, L. (Eds.) (2020) *Intellectual Capital in the Digital Economy*, Routledge, London.
- United Nations (2020) *Sustainable Development Goals* [online] <https://sustainabledevelopment.un.org/> (accessed 29 June 2020).