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## **Editorial: Intellectual capital, talent and leadership: understanding competitiveness**

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### **1 Introduction**

The unprecedented global disruption caused by Covid-19 outbreak impacted citizens, national healthcare systems, education, economies and societies. In addition to coping with this global disruption, companies and governments face other challenges, like the transition towards a green and circular economy, which can create new jobs opportunities and sustainable growth (European Commission, 2021a, 2021b, 2021c).

Companies and organisations need to create and deploy strategic knowledge-based resources to deal with challenges and emergent opportunities in the post-pandemic scenario (Gao et al., 2021; Herstatt and Tiwari, 2020; Ordóñez de Pablos and Edvinsson, 2020). It is important to acquire a better understanding of the role of intellectual capital (IC) in the creation of a sustained competitive advantage for companies and countries in the post-pandemic scenario and how strategic human capital and transformational leadership (TL) can contribute to the building of this competitive advantage (Davarpanah and Mohamed, 2020; Hoang et al., 2021; Krishnan et al., 2020; Lytras and Ordóñez de Pablos, 2008; Ordóñez de Pablos, 2004; Wuen et al., 2020; Xiao et al., 2017). The development of inter-firm collaboration networks (Chierici et al., 2021; Del Giudice and Maggioni, 2014; Lytras et al., 2018; Ordóñez de Pablos, 2005; Venugopalan et al., 2018) as well regional collaborations of governments and institutions will help to achieve the goals. Recent advances in the field of knowledge management, IC and organisational learning as well as empirical studies and examples will draw a clearer picture of the complex interactions between knowledge-based resources in companies and countries, the role of moderating variables and the impact of these resources on the competitive advantage in the new economic scenario after the pandemic.

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

This second issue of 2022 presents a collection of five papers that study the role of talent development, leadership, and IC in the creation of competitive advantages for companies and organisations. They will help us to develop a better understanding of the

complexities of knowledge-based resources and leadership in the creation of a long-term competitive advantage.

The first paper of this issue, titled ‘Organisational commitment in higher educational institutions: role of leadership and job characteristics’ (by Mishra, Rai, Lakhera and Upadhyay) states that:

“The need for institutions of higher education (HEI) has increased manifold in recent times in developing nations like India. The need, demand, and importance saw a mushrooming of HEIs in India in the first decade of this century. However, the survival of many of such institutions is at stake owing to lack of a committed workforce. The situation is graver in the hill states of India where the climate is ardent, infrastructure is poor and opportunities for growth and development are less. Many employees in these places leave their organizations in search of greener pasture in cozy developed metropolitan cities of plains. There is a dearth of employees having voluntary commitment in such places. HEIs in Uttarakhand (a hilly state in the North India) too are coping with the same menace. There is a dearth of committed employees. Commitment however cannot be developed overnight and requires transformational leadership and motivational job characteristics. In this study, role of transformational leadership (TL) and job characteristics (JC) in fostering organizational commitment (OC) in higher educational institutions of Uttarakhand, India has been examined.”

The second paper of the issue, titled ‘Talent development towards an inclusive equitable society: a dearth of knowledge’ (by Kaliannan, Darmalinggam, Dorasamy and Ordóñez de Pablos) affirms that:

“Most organisations adopt exclusive talent management practices. Only the selected few key employees are recognised as talent and given development opportunities with special reward packages to motivate and retain them within the organisation. This has left other employees especially those from lower-level management positions without talent development plans. In Malaysia, this group is known as B40 and most of them are young youth employees employed primarily in SMEs. The B40 group of employees are those with low household income and lack talent development opportunities. Relevant stakeholders should manage this B40 group to ensure provision to proper talent and career development plans. However, this can be challenging given the limited knowledge on inclusive talent development. Thus, this paper seeks to address the dearth of knowledge on inclusive talent development, a key talent management tool within the context of Malaysia’s B40 group towards attaining an inclusive equitable society.”

The third paper of the issue, titled ‘Transformational leadership and employee retention: a moderated mediation model of intrinsic motivation and perceived organisational support’ (by Krishna, Upadhyay, Ansari and Babu), proposes that:

“Employment efficiency can only be maximized if administrators of an organization are willing to utilize productive human resources to transform their human capital. Perceived organizational support (POS) relates to the mutual beliefs of staff of an enterprise as to how the business values their interests and expectations for health. As workers are open to different challenges and possibilities, they continue to work meaningfully and benefit from their careers. Transformational leadership’s impact on employee retention in education institutions in Uttarakhand, India, is investigated through the

mediation effects of staff morale and the moderating influence of perceived organisational support in the current investigation. The research has several significant consequences. Firstly, the correlation between employee retention and transformational leadership, transformational leadership and perceived organisational support is statistically relevant. Secondly, it is found that if successfully applied, transformational leadership may contribute to improved retention of workers and promote the retention of the institutions' best assets."

The fourth paper, titled 'Intellectual resource and new product performance: mediating role of innovation capability' (by Yousefi, Ahmady and Mehralian), states that:

"Intellectual resource is recognized as a key success factor in an increasingly competitive, knowledge-based economy. The literature contains several studies that investigated the effects of intellectual resources on new product performance. However, the mediating role of innovation capability in the relationship between intellectual resources and new product performance are understudied. The purpose of this research is to demonstrate how innovation capability influence the relationship between intellectual resources and new product performance within the context of pharmaceutical sector. Data was collected through structured questionnaires from a sample of Iranian pharmaceutical firms. Structural equation modeling was used to test the proposed research hypotheses. The findings of this study shows that intellectual resources have a significant positive impact on new product performance. Furthermore, the results reveal that innovation capability indirectly mediates the effect of intellectual resources on new product performance in the pharmaceutical industry."

The last paper of this issue, titled 'The influence of intellectual capital on Indian firms' financial performance' (by Weqar and Haque) studies:

"The effect of intellectual capital (IC) and its dimensions on the financial performance of Indian firms. The data of 88 Indian firms engaged in tea packaging, selling, and distribution for the six years from 2013 to 2018 were extracted. Value added intellectual coefficient (VAICTM) methodology forms the basis for quantifying the firm's IC performance. By applying the fixed-effect regression analysis, the result shows that IC significantly enhances the profitability and productivity of the Indian tea industry. Likewise, among the three components of VAIC, capital employed efficiency (CEE) plays the most vital role in improving the financial performance of the Indian tea industry, followed by structural capital efficiency (SCE). Human capital efficiency (HCE), the third component of IC efficiency, shows a significant positive influence on profitability and a substantial negative impact on the firm's productivity."

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