
Editorial

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Biographical notes: Daniela Carlucci, Eng. Meng., PhD in Business Management, is an Associate Professor at the University of Basilicata, Italy. Her research interests include knowledge management, intellectual capital and value creation, performance measurement and management, decision support methods and mapping as tools for management, digital transformation, innovation management, and arts for organisational development.

The papers included in this issue effectively capture the international breadth, variety of research methodologies, multidisciplinary richness, and broad range of knowledge-based development topics, addressed by the journal.

In the first paper, Paulo Sergio Altman Ferreira, through the lens of cultural-historical activity theory, expands our current understanding of the interactive transformations, managerial action and learning entailed in the formation of a value co-creation knowledge base. Employing an ethnographic case study strategy and drawing on the principles of developmental work research, the author analyses value co-creation within inter-organisational processes and provides a framework elucidating the view of knowing and learning as integral to the managerial practice of value co-creation. The research highlights that value co-creation involves a managerial process where supplier-customer relationships evolve towards the zone of proximal development through knowledge development of communicating in multi-voiced activity systems, learning the application of novel concepts, roles and relations, and managing multiple perspectives of value.

Based on the theory of planned behavior (TPB), the second paper explores how people have responded behaviourally to the pandemic Covid-19 and how they have reacted to different initiatives implemented to contain the spread of the disease. Authors Kirti Dutta, Guillaume P. Fernandez, Bart F. Norré, Dorota Reykowska, Rafal Ohme, Dunia Harajli, and Joaquin Fernandez carried out a study to grasp the declared behaviour of people towards Covid-19 in Germany and Sweden. The authors conducted a test using a reliable neuroscientific technology such as RTT (response time testing) to gather people's opinions on the pandemic in the two countries. The research findings show that attitudes and intentions are crucial in shaping declared behaviours and perceived threats meaningfully influence declared behaviours, both directly and indirectly via attitude. The authors highlight that attitude is one of the most significant elements of declared behaviour and intentions, whereas the TPB model identifies only intention as the central element. According to the authors, these findings open up new opportunities for managing a crisis period, such as the Covid-19 pandemic and suggest that political

decision-makers should consider attitudes when designing communication strategies to effectively influence people's behaviour.

Next, Murat Avci, Serhat Burmaoglu, and Azamat Maksudunov address the interesting phenomenon of entrepreneurial university transformation. They examine the cognitive background of the entrepreneurial university concept through a literature review and document citation analysis and propose a transition pathway for higher education institutions seeking to transform themselves into entrepreneurial universities. The scholars suggest a set of steps that higher education institutions should take to become entrepreneurial universities and market actors for knowledge-based regional development. These steps consider different national development levels. Moreover, the authors highlight that the entrepreneurial university concept has been undergoing evolution over time and climate change and sustainability are factors that will reshape the role of entrepreneurial universities in the near future.

The paper by Manping Niu analyses the connection between international trade policy (ITP) and companies' sustainable development (SD) within the Chinese market, focusing on three key perspectives, i.e., social, environmental, and economic. The study examines also the moderation of government policies (GP) between ITPs and SD, along with each dimension of SD. The author investigates the relations among ITP, GP, and SD through eight hypotheses tested by employing the structural equation modelling (SEM) technique via SmartPLS. The survey involved a sample size of 761 organisations in the Chinese market. The research findings highlighted a positive relationship between ITPs and SD, along with the significant correlation of ITP toward each perspective of SD. Moreover, the study confirmed a positive moderating influence of GP on the relationship between ITPs and SD. According to the author, these results provide valuable insights into ITP and the exchange of best practices and knowledge among nations to foster SD initiatives.

Finally, the paper by Johnny C. Chaanine deals with the use of social media in the workplace and its impact on employees' performance. The study underlines that managers acknowledge the widespread use of technology tools at work, while they are uncertain about the right management of their use. On the other hand, younger generations are embracing new technologies, altering workplace behaviour. In this vein, the research attempts to gain a clearer understanding of whether the time spent on non-work-related social media justifies managerial initiatives aimed at safeguarding employees' productivity. Through a survey, the author investigated how the purpose, type, and rate of social media use affect employees' performance at work. The sampled population included various business subjects, mostly from office settings comprising front-desk and back-office or support employees within the services sector. The researcher selected respondents from 12 locations within Greater Beirut, the metropolitan capital of Lebanon. Preliminary findings show that social media use can undermine worker performance. However, according to the author, the extent of this impact needs to be further investigated, especially with reference to young workers, who are generally more comfortable with social media and can be more able to maintain their productivity. Moreover, given the wide use of social media in the workplace, managers should formulate strategies balancing the advantages of connectivity with safeguarding productivity.

I would like to thank all the anonymous reviewers who made possible the systematic peer review of each submitted paper. I am also very grateful to the Associate Editors of the Journal for their continuous collaboration and effective action.