



International Journal of Learning and Intellectual Capital

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

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

Editorial: Intellectual capital, organisational learning and diversity management: insights for rapidly changing economies and societies

Patricia Ordóñez de Pablos

Article History:

Received:

Accepted:

Published online: 26 March 2024

Editorial: Intellectual capital, organisational learning and diversity management: insights for rapidly changing economies and societies

Patricia Ordóñez de Pablos

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

1 Introduction

In order to increase competitiveness and productivity and create long-term competitive advantages for companies, nations and regions, governments and businesses have to invest in the nurture and deployment of intellectual capital and digital technologies at different levels. These strategic investments can boost sustainable economic growth, accelerate the green and digital transitions, reduce social inequalities, and create more inclusive societies. In the digital age, intellectual capital (human capital, relational capital and intellectual capital) is a key pillar for long-term competitiveness (Ordóñez de Pablos, 2004; Peng and Tao, 2022; Prencipe et al., 2023; Shehzad et al., 2023; Yin et al., 2023; Zhao and Abeysekera, 2023; Zhao et al., 2014).

In the case of the EU, the European Commission (2023) works towards different goals related to circularity, digitalisation, education and skills, energy, research and innovation, among others. In particular “the EU currently invests about EUR 330 billion per year in research and innovation, corresponding to 2.26% of its GDP” (p.8). On the other hand, the European Commission considers that investing in circularity is “a major opportunity to decrease resource dependence and waste, and increase resource productivity, employment and growth” (p.11). The transition towards a greener economy requires students, workers and citizens to acquire new digital skills and competences and highlights the importance of reskilling and upskilling.

In an increasingly challenging economic environment, it is crucial to offer opportunities for active dialogue and knowledge exchange among key actors in the digital economy as well as offer frameworks and practical evidence to help to shape policies and strategies towards these strategies goals.

2 Contents of the issue

This second issue of 2024 presents a collection of 5 papers that addresses crucial topics for competitiveness like intellectual capital, intellectual capital disclosure, human

resource management and organisational learning. Authors discuss results of studies focused on Kuwait and New Zealand and Slovenia, among others. The papers provide valuable insights to shape discussion on how intellectual capital, knowledge management and organisational learning can boost competitiveness and productivity and transition towards more inclusive and resilient economies and societies.

The paper titled ‘Stakeholder analysis as tool for organisational learning in social services: does internal social capital play a role?’ (by Rupčić and Babšek) analyses the role of

“Stakeholder analysis as a tool for organisational learning in public organisations, with an emphasis on internal social capital as a facilitator of organisational change. In a case study of a Slovenian social service, the aim of the research was to determine if and to what extent social services conduct stakeholder analysis and use it in their organisational learning and what role internal social capital plays in this process. The results show that despite the fact that stakeholder analysis, organisational learning and internal social capital are present and well developed in the organisation, no significant relationship was found between these variables. The qualitative analysis revealed that the reason lies in the role and relationship with the ministry, on which the SWC’s decision-making is heavily dependent. In this way, the paper identifies an important external impediment to organisational learning and change in a public organisation.”

The paper titled ‘The influence of intellectual capital on the financial performance of European professional football clubs’ (by Verónico, Macedo and Costa) proposes that

“In today’s knowledge economy, intellectual capital (IC) is increasingly considered as a critical factor for the competitiveness of organisations. This has inspired many studies regarding its impact on the financial performance of organisations across multiple industries. However, this topic is still underexplored when it comes to sports organisations. Therefore, the purpose of this paper is to identify the components of IC that are more relevant to the profitability of professional football clubs. The study uses a sample of 672 observations from 115 clubs from the top 6 European leagues, in the period between 2009/2010 and 2018/2019. A modified value added intellectual coefficient (MVAIC) model is used to test the relationships between IC and the financial performance of football clubs, through simple and multiple linear regressions. The findings indicate a significant influence of MVAIC on the financial performance of clubs.”

The paper titled ‘Impact of diversity management on organisational commitment: the mediating role of human resources management’ (by Zaim, Maguire and Keceli) presents a study that discusses the

“Existence of a positive impact of diversity management (DM) practices on organisational citizenship behaviour (OCB), together with the mediating role of human resources management (HRM). In order to test this assumption, an empirical model was developed using data collected from companies in the service sector operating in Kuwait. A structural equation model was constructed to analyse data via the ‘lavaan’ and ‘psych’ packages in R, using R version 3.4.2 and RStudio version 1.0.153. Data analysis indicates that DM implementations are positively correlated with HRM. Moreover, the research findings provide empirical evidence regarding the positive effects of DM on OCB and the mediating role of HRM in this relationship.”

The paper titled ‘Learning strategies for building organisational resilience’ (by Douglas and Haley) states that

“Organisations face increasing disruptions, changes, and uncertainties through the rapid shifts in the economy and business environment making a capacity for resilience necessary to survive and thrive in such adverse conditions. Organisational resilience requires human resource management strategies must support individual knowledge, skills, and ability development through organisational learning. Using the resource-based and dynamic capabilities views as a theoretical foundation in conducting this conceptual analysis, current research on organisational learning and strategic human resource management is analysed and categorised, identifying logical relationships and contributions to organisational resilience. The findings identified that the capacity of an organisation’s resilience is developed through organisational learning dimensions that are leveraged through human resource management strategies. The organisational learning dimensions of knowledge acquisition, knowledge distribution, knowledge interpretation, and organisational memory can be fostered through human resource management strategies and then aggregated to the organisational level to build resilience.”

Finally, the paper titled ‘Assessing the market value effects of intellectual capital disclosure: insights from New Zealand’ (by Abdolzahraei, Cheah, Choo and Abdullah) studies

“The effect of intellectual capital disclosure on the market value of listed firms in New Zealand from 2016 to 2018 through the lens of stakeholder theory. Since modern investors seek in-depth knowledge on intellectual aspects of firms, this gives rise to the need for empirical investigation of how it affects value of firms in the stock market. This study uses content analysis to measure the level of intellectual capital disclosure and multiple regression to measure the impact of intellectual capital disclosure on market value of firms in New Zealand Stock Market. The sample employed in this research is based on 114 observations of 38 firms. The evidence in empirical results of this research show a significant positive relationship between intellectual capital disclosure and market value of listed firms in New Zealand. The results also validate that every component of intellectual capital disclosure has a positive impact on the market value of listed firms in New Zealand for the same period under investigation. Interestingly, the study found that human capital disclosure has the highest impact on market value of firms, while being the least reported element of intellectual capital. These findings are aligned with the stakeholder theory, where firms with appropriate disclosure can impact the decision-making of stakeholders, particularly the investors.”

Acknowledgements

As always, I would like to thank Inderscience staff (especially Alexandra Starkie and Vie) for the continuous support in the development of this journal. Additionally, I must thank our international reviewer for their excellent work providing valuable feedback to authors.

References

- European Commission (2023) *Long-term Competitiveness of the EU: Looking Beyond 2030*, Communication from the Commission to the European Parliament, The Council, The European Economic and Social Committee and the Committee of the Regions [online] https://commission.europa.eu/system/files/2023-03/Communication_Long-term-competitiveness.pdf (accessed 14 December 2023).
- Ordóñez de Pablos, P. (2004) '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.
- Peng, Y. and Tao, C. (2022) 'Can digital transformation promote enterprise performance? – from the perspective of public policy and innovation', *Journal of Innovation & Knowledge*, Vol. 7, No. 3, p.100198.
- Prencipe, A., Boffa, D., Papa, A., Corsi, C. and Mueller, J. (2023) 'Unmasking intellectual capital from gender and nationality diversity on university spin-offs' boards: a study on non-linear effects upon firm innovation', *Journal of Intellectual Capital*, Vol. 24, No. 1, pp.257–282.
- 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.
- Yin, X., Li, F., Chen, J. and Zhai, Y. (2023) 'Innovating from university–industry collaboration: the mediating role of intellectual capital', *Journal of Intellectual Capital*, Vol. 24, No. 6, pp.1550–1577.
- 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.
- Zhao, M. and Abeysekera, I. (2023) 'Board diversity and intellectual capital disclosure of Chinese-listed firms with Belt and Road Initiative projects', *Journal of Intellectual Capital*, Vol. 24, No. 7, pp.1–30.