

Editorial for EJKM Volume 18 Issue 2

It has been a pleasure to be Guest Editor of this issue of EJKM which presents eight papers illustrating the strength in both depth and diversity of the knowledge management research community.

The issues analysed in this issue exemplify the diversity by addressing a range of topics, from the knowledge of employees (Haraldsottir, 2020), adult education (Vold, Haave and Kaloudis, 2020), intellectual capital (Mikhaylov et al, 2020), sustainability (Klingenberg and Rothberg, 2020), local governments (Boccatto and Perez-de-Toledo, 2020), collaboration (Bettone and Obeng, 2020) Knowledge Sharing Barriers (Blagov, Begler and Pleshkova, 2020) and KM strategy (Bolisani, Padova and Scarso, 2020).

The authors contributing to this issue also present knowledge management and intellectual capital from different global perspectives, coming from Iceland, Norway, Russia, Italy, USA, Canada, Switzerland and the UK.

Methodologies adopted by the researchers also vary from semi-structured interviews (Haraldsottir, 2020), a case study based on narratives (Vold, Haave and Kaloudis, 2020), in-depth evaluation of bibliometric data for settlements across Russia (Mikhaylov, et al, 2020), conceptual analysis (Klingenberg and Rothberg, 2020), a qualitative analysis relying on the triangulation of methods (i.e. documentation review and observations of behaviors and procedures; in-depth-interviews; and focus groups) and sources (i.e. comparison of cases, and stakeholders) (Boccatto and Perez-de-Toledo, 2020); a literature review from which a new model emerges which is then discussed (Bettone and Obeng, 2020); questionnaire analysis (Blagov, Begler and Pleshkova, 2020) and a longitudinal case study (Bolisani, Padova and Scarso, 2020).

The findings of Haraldsottir (2020) indicate that even if award winning organizations received their awards because of outstanding practice, little relevance was put on the management of the personal knowledge of employees, who experienced multiple adversities and found it difficult to define the financial value of their own knowledge.

The crucial interplay and relevance in the narrative in formal higher education between content and form of education on one hand, and conditions facilitating changes and improvements in work on the other was a key finding in Vold, Haave and Kaloudis (2020).

Mikhaylov et al (2020) focused on defining three types of situations in different locations in Russia: advances, transitional and local. They identified that knowledge characteristics are irrespective of the population; but the development dynamics of small and medium-sized cities is specific: smaller cities strive to be integrated into inter-regional and international collaboration in order to overcome the shortage of local resources. Furthermore, a limited gross volume of research output generated by small and medium-sized cities creates extreme Intellectual Capital values as compared to the major cities and the national average.

The idea that sustainability knowledge learning should include three steps, namely “Define, collect and act” calling for research to establish a clear view of what sustainability knowledge is was the focus of the paper by Klingenberg and Rothberg (2020), and based on that, a more detailed development of effective knowledge management strategies was proposed.

Boccatto and Perez-de-Toledo (2020) studied participation in the budgeting process of local governments to assess how this allows for a change of individuals’ understanding of democracy, enhances citizenship knowledge acquisition, reframes the meaning of citizenship, and improves the quality of relationships among the stakeholders involved. Furthermore, as a result of participatory budgeting, citizens learn what critical theory calls “to emancipate”: they act as if they were members of an ideal kingdom of ends in which they were both subjects and sovereigns at the same time, which guarantees citizenship engagement, learning and development.

The paper by Bettone and Obeng (2020) presents an in depth literature review considering the issue of collaboration and they have created a ‘pyramid of new collaboration’ which offers a detailed description of the collaboration process (Bettone and Obeng, 2020).

Another contribution from Russia by Blagov, Begler and Pleshkova (2020) investigates the effect of knowledge sharing barriers on knowledge sharing speed and quality in the administration departments of six leading Russian universities. Results indicated that knowledge sharing research is lacking in administrative departments of higher educational institutions, in contrast to the research and teaching departments.

The last paper in this issue by Bolisani, Padova and Scarso (2020) considers an important aspect of knowledge strategy in a large organisation over a period of time. The literature provides evidence that there may be different approaches to KM strategy with a distinction being made between “codification” and “personalization”. The authors suggest the mix of codification and personalisation can vary over time in the same company, due to changing organizational and environmental conditions. The results of their case study confirmed that this mix of condification and personalisation can indeed vary over time.

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