

Editorial for the special ECKM Issue of EJKM

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In this issue, the Electronic Journal of Knowledge Management (EJKM) focuses on the best papers of the European Conference on Knowledge Management 2012 (ECKM 2012). On this occasion, the conference was located in the southeastern region of Murcia (Spain) at the Technical University of Cartagena. The conference provided a forum for taking a closer look at established ideas, reassessing their validity and re-thinking where knowledge management meets the needs of knowledge providers. The editors of this special issue, Juan-Gabriel Cegarra-Navarro and Maria-Eugenia Sanchez Vidal, are associate professors at the Technical University of Cartagena. Their academic interests include the use of knowledge management, absorptive capacity, dynamic capabilities and organizational learning and unlearning. They are also experts in qualitative (case study research) and quantitative (SEM and PLS) methods in management research. Their research has been published in several top ranked journals including several in the EJKM.

The world economy in which we are living poses challenges that lead to a realization that 'more of the same' will be difficult to sustain. This provides an illustration that, in order to create new or modified knowledge practices, strengthen customer relationships and thus positively influence customer satisfaction, knowledge providers must be flexible in configuring (combining) knowledge and knowledge structures in a way that is appropriate for delivering value to the customer. It must simultaneously develop effective strategies for updating the knowledge of their organizations necessary for underpinning the creation and delivery of appropriate knowledge services. Thus, knowledge management becomes a critical means for organizational success. The ECKM community of scholars has already initiated dialogue that links its particular strengths to innovation issues. This **special issue** aims to further that dialogue by attracting leading edge work that leverages the ECKM community's in-depth understanding of learning and technology to better understand knowledge management. Our aim is to stimulate breakthrough research streams linking learning, technology and knowledge management.

Regarding this, a series of challenging topics have emerged, including for example, the scope of knowledge in the Social Software revolutionize, the link between knowledge management and technology, how knowledge is acquired and managed in public and private universities, how can healthcare organizations be prepared for patient community enabling? How can scientific organizations accelerate technology adoption through? What are the drivers and enablers of technology adoption and diffusion in organizations? Types and mechanisms of knowledge acquisition and learning; The impact of contextual factors on knowledge learning and knowledge process. This Special Issue therefore dedicated to innovative, state-of-the-art research, technology development and applications of knowledge discovery and management in the broad context of knowledge providers.

About the articles

The first article, by **Henri Pirkkalainen and Jan M Pawlowski**, deals with the Implementation of new or enhanced technology impacts upon a wide range of practices and procedures and requires those within the organisation to behave differently if the change is to be sustained. In order to do this, the authors present a brief review of state of the art research for these domains and focus in detail on Social Software supported knowledge activities. As one of the first efforts, they perform a mapping of Social Software to KM activities and major barriers. Additionally, they illustrate through a case study how to contextualize the Global Social Knowledge Management (GSKM) approach for educational application area. The paper is a starting point for discourse on this promising field, outlining the research field of globally distributed Social Software-supported Knowledge Management and discussing current research efforts on the main components.

Following the above is an article on measuring unlearning among large companies, by **Antonio Carrasco-Hernández and Daniel Jiménez-Jiménez**. In this article, the authors develop a measure of the extent of family control of family companies – familiness – and examine the moderator role of this variable in the relationship between social capital and product innovation. The results of their empirical study of 282 family firms show that social capital has a positive relationship with product innovation. This means that internal social capital facilitates the development of innovation through the acquisition of knowledge from internal and external networks. However, there are some problems in family firms. The utilization of internal capital does not guarantee that appropriate information is used in appropriate circumstances or that information is appropriately updated. The influence of the family on the company may inhibit or foster the exploitation of this knowledge.

In the third article, **See Kwong Goh and Manjit Singh Sandhu** examine the influence of affective commitment and affective trust on knowledge sharing intention. In addition, the authors examine whether the perception of knowledge sharing in public universities differs from private universities. The results of their empirical study of 545 academics from 30

universities in Malaysia show that there are significant differences between public and private universities. This paper provides a greater depth of understanding on how knowledge sharing in public universities deviate from private universities. University administrators need to implement policies and activities to strengthen the emotional bonding between academics in order to facilitate knowledge sharing in Malaysian universities. This is exceptionally crucial for private universities as the results shows that knowledge sharing intention is lower than the public universities.

In line with the aforementioned articles, but shifting gears a bit towards conceptions of the user, the fourth article of this special issue discusses possible applications of selected aspects of knowledge management in the field of collaboration in science and research, which is characterised by a high degree of knowledge specialisation. **Marcela Katuščáková and Martin Katuščák** propose general recommendations for the management of inter-institutional scientific collaboration. Such preparatory phase should be seen as one of the most important stages of a collaborative life and sufficient time should be allocated for preparation and adoption of common standards, confidentiality agreements should be entered into with all members of the collaborative, and the focus should be set on the quality of knowledge organisation and aspects of information ecology. In the fifth paper, **Antonio Leal-Rodríguez, Antonio Leal-Millán, José Luis Roldán-Salgueiro and Jaime Ortega-Gutiérrez**, propose a conceptual model to test the moderating effect of cultural barriers on the link between knowledge strategies and innovation using healthcare organizations. The authors discuss the tie (knowledge-innovation) and the effects of the moderating variable (cultural barriers). Therefore, this paper revisits this research topic based on data of knowledge management strategy, Knowledge base, cultural barriers and innovation outcomes from a sample of Spanish hospitals.

Following the above article, the authors **Martínez-Conesa and Briones-Peñalver**, aim at analysing the relationship between learning and the adoption of information technologies in a strategic sector such as the naval sector. The authors develop a theoretical model with the linkages of all the agents that take part in a shipyard organization such as customers, suppliers, engineers, workers, directors and the knowledge-related processes (codification, storage, re-utilization) and benefits. Then they collected data through personal interviews and provides further insight into the topic by contributing with interesting conclusions such as the importance of acquiring external knowledge and fostering the interactions between agents to increase benefits. It is also worth pointing out the role that acquiring and distributing knowledge from external agents should be an antecedent to the the codification of this knowledge using Technological tools.

In the seventh article selected from the Conference, **Constantin Bratianu and Stefan Iordache**, explores the key topic of analysing the knowledge dynamics during negotiation processes. The authors conducted some experiments to collect the data with a professional negotiator and another agent without any formal training in negotiating. Their research opens new perspectives in studying knowledge dynamics in different working contexts and in making knowledge management more powerful. In the following article, the authors **Marcelina Solano-Lorente, Eva Martínez-Caro, and Juan Gabriel Cegarra-Navarro** focus on the Healthcare sector in Spain and particularly in a newly service that is being developed named online care service. The aim of their research is to make clear the importance of patient acceptance of the service through the use of it (generating e-loyalty). The most valuable contributions of the article are the addition of Spanish data to our knowledge; the sample composed by healthcare end users which provide new insights into the topic and the analysis of how quality perceptions affect individual opinion of usefulness and satisfaction of this service and how quality perception also affect some organizational outcomes such as e-loyalty.

Originality and innovation are important aspects of the exploratory case study research conducted by **Jamie O'Brien**. The author aims at highlighting the need of a robust knowledge assessment framework (KAF). This is a significant and important topic for both theory and practice. In theoretical terms, the subject of knowledge assessment has been found to have some limitations and hence, the author proposes a new model based on some empirical data collected. On the other hand, the paper makes some contributions at a practical level as organizations can evaluate where they are lacking in terms of knowledge location, acquisition, sharing, and reuse and hence, make decisions to overcome its knowledge gaps in these areas. The special issue ends with the article of **Florinda Matos, Albino Lopes, Nuno Matos and Valter Vairinhos**, that evaluates a methodology of audit intellectual capital management. The data analysis employed is worthy of remark as they use biplots: simultaneous representations of rows and columns of a data table, using the appropriate markers. In their research they analyze 97 indicators for auditing intellectual capital and 114 companies.

Finally, we would like to express our gratitude to all the authors that attended the Conference in Cartagena last September that helped us to extend our understanding on knowledge management issues providing us with theoretical and practical value to keep on applying and researching on these topics. Their contributions were the success of the last ECKM Conference.