

## Kybernetes

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[Journal Home](#) [Issues](#) [About this Journal](#) [Earlycite Articles](#)

### Article Contents

#### 1. Introduction

#### 2. Theoretical background and hypotheses formulation

##### 2.1 Human capital management and organizational performance and agility

##### 2.2 Structural capital management and organizational performance and agility

##### 2.3 Relational capital management and organizational performance and agility

##### 2.4 Organizational agility and performance

#### 3. Research methodology

##### 3.1 Sample and data collection

##### 3.2 Procedure and method

##### 3.3 Measures

#### 4. Results and discussions

##### 4.1 The evaluation of the measurement model

##### 4.2 Structural model assessment

#### 5. Conclusions

##### 5.1 Summary of the

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### Intellectual capital management as a catalyst for organizational agility and performance in post-COVID-19 Romanian SMEs

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### Purpose

The study seeks to investigate the impact of intellectual capital (IC) management on the performance and agility of small- and medium-sized enterprises (SMEs) in Romania, with a particular focus on the post-COVID-19 recovery period. By examining the roles of human, structural and relational capital, the study sets out to provide insights into how SMEs can build resilience against future socioeconomic disruptions and achieve a sustainable competitive advantage.

### Design/methodology/approach

A quantitative research method was employed, utilizing a questionnaire distributed to 121 managers from Romanian SMEs. The collected data was analyzed using SmartPLS 4 software to test hypotheses regarding the role of intellectual capital management in enhancing organizational agility and performance.

### Findings

IC, especially human capital, substantially influences organizational agility and performance in SMEs. Findings confirm that adapting to a dynamic work environment requires that SMEs invest in employee development, foster strong internal and external relationships, and embrace new technologies. Furthermore, building an adaptive organizational culture open to change and learning is essential for sustaining long-term competitive advantage in an unpredictable market.



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