



Editorial: Why Practice and Real-World Capability Matter More Than Ever

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The world of work and business is changing fast, and it's forcing us to rethink how we teach, manage, and compete. The six articles in this issue all point in the same direction: real, lasting success comes less from having the right resources or structures on paper, and more from how well people actually use them in practice.

Taken together, these studies—from accounting education to logistics, small business management, and agricultural markets—show a clear shift toward approaches that are grounded in real contexts, driven by human capability, and focused on getting things done.

One standout piece is by Roudaki and Pupovac (2025), who take a fresh look at how we assess accounting students. Instead of relying so heavily on final exams, they introduced an authentic task where students analyse real ASX-listed companies. The results are encouraging: students developed stronger critical thinking, teamwork, and communication skills, and many felt less anxious about assessment. Their work adds weight to the growing argument that universities need to move closer to the realities of professional practice if they want to produce graduates who are truly ready for the workplace.

Shifting to the broader economy, Rizaldi and colleagues (2025) explore logistics challenges in the Batam Free Trade Zone. Using root cause analysis and interviews, they uncover structural and regulatory hurdles that are holding back efficiency and investment. Interestingly, the logistics system has evolved into something quite different from what planners originally intended—mostly door-to-door operations rather than the integrated hub they envisioned. The study makes a strong case for better coordination between national and local policies if these strategic zones are to deliver on their promise.

At the organisational level, Suprayogi, Kurnia and Luckyardi (2025) offer useful insights from Indonesian SMEs. Their research shows that simply possessing valuable, rare, inimitable and non-substitutable (VRIN) resources isn't enough. What really makes the difference is how managers bundle and deploy those resources—particularly in stable business environments. It's a timely reminder that managerial capability often matters more than the resources themselves.

Wahdiniwaty et al. (2025) dig into what drives small and medium enterprises to adopt management accounting practices. They find that the skills of the people involved and the surrounding business environment play a direct role, while integration of information systems acts as an important bridge. Interestingly, the firm's basic characteristics and strategy don't

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influence adoption directly—they work through how well systems are integrated. The message is clear: human capability and supporting technology need to work hand in hand.

In the agricultural sector, Rusliati and her team (2025) turn their attention to the mango value chain in Indramayu. Their qualitative study shows that intermediaries remain crucial players, especially when they blend traditional relationships with modern Marketing 4.0 approaches that combine online and offline channels. Trust, fairness, and effective coordination help these intermediaries expand market reach. Rather than being squeezed out by digital disruption, well-functioning intermediaries appear to be adapting and adding real value.

Finally, Rohim et al. (2025) challenge some common assumptions about intellectual capital. In their study of Indonesian firms, they found that intellectual capital did not directly drive firm value or performance as many resource-based theories would predict. Instead, strong financial performance (measured by return on assets and return on equity) was the main factor influencing value. These findings suggest that organisations may need to look beyond intellectual capital alone and focus on wider elements such as culture, technology, and networks to create lasting value.

Looking across all six articles, a few clear themes stand out. First, human capability—whether it is students learning through real tasks, managers configuring resources, or workers developing new skills—keeps emerging as the real engine of performance. Second, integration matters: whether it's logistics systems, information technology, or digital marketing channels, the ability to connect different parts effectively often determines success. Third, context is everything. Strategies that work in one environment can fall flat in another, depending on stability, regulation, and market realities.

These studies also quietly highlight a healthy tension between theory and practice. Concepts like the resource-based view or intellectual capital offer useful starting points, but they don't always translate neatly into real-world results. Time and again, the research shows that theory needs to be complemented by practical strategies, supportive systems, and careful attention to local conditions.

In the end, the articles in this issue make a compelling case for more practice-oriented and capability-driven thinking across education, business, and economic development. They offer practical insights for educators, managers, and policymakers who are trying to keep pace with a complex and fast-moving world.

Looking ahead, it would be valuable to see more research that examines how these different elements—human capability, systemic integration, and contextual factors—interact across industries and regions. The better we understand these dynamics, the better positioned we will be to build more effective, resilient, and sustainable organisations and education systems.

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