

Influence of internal social capital and external social capital on acquired knowledge

 Nguyen Hong Linh¹,  Le Thi Hong Yen^{2*},  Pham Van Hieu³,  Nguyen Thi Thu Huong⁴, Mai Quynh Phuong⁵

¹University of Labour and Social Affairs, Hanoi, Vietnam, nguyenhonglinhulsa@gmail.com (N.H.L.)

²Posts and Telecommunications Institute of Technology, Hanoi, Vietnam; yenlth@ptit.edu.vn (L.T.H.Y.)

³Hanoi University of Business and Technology, Vietnam; hieukinh836@gmail.com (P.V.H.)

⁴Hanoi Open University, Vietnam; thuhuong.kt@hou.edu.vn (N.T.T.H.)

⁵Electric Power University, Hanoi, Vietnam; phuongmq@gmail.com (M.Q.P.)

Abstract: The purpose of this study is to present a thorough empirical analysis of the impact of both internal and external social capital on the knowledge acquisition of logistics companies in Hanoi and the surrounding provinces. Using the ideas from earlier research, the study investigates the internal and external social capital as well as the knowledge that logistics companies in Hanoi and the surrounding provinces have acquired. We employed primary data from a survey of 300 workers at logistics companies in Hanoi and nearby provinces in 2023–2024. A total of 245 valid survey questionnaires were used in the analysis, which included regression modeling, EFA analysis, and reliability analysis of scales (Cronbach's alpha coefficient). Our findings suggest that external social capital, internal social capital, and the acquisition of knowledge by logistics firms are highly valued. Internal social capital has a positive influence on knowledge acquisition by logistics firms, but we did not find that external social capital affects knowledge acquisition by logistics firms. Based on the research findings, our study emphasizes that external social capital, internal social capital, and the acquisition of knowledge by logistics firms need urgent improvement to support their business performance.

Keywords: *Acquire knowledge, Business administration, Economics, Logistics firms, Social capital, Social work.*

1. Introduction

For many businesses, building social capital is essential. This promotes the development of human capital; influences business opportunities and success [1] influences innovation in firms [2] influences entrepreneurship [3] lowers risks, maintains economic strength, and influences business performance [4] and improves material benefits, boosts output and profits, and brings long-term benefits.

Because of this relationship, businesses may mobilize each other's resources, minimize transaction costs, share expertise and information effectively, and create a plethora of opportunities for commercial collaboration [5].

The number of logistics firms in Vietnam is rapidly increasing. In addition to a few dozen of the world's leading forwarding corporations, there are now hundreds of domestic logistics and transportation companies that provide services ranging from managing goods transit procedures to filing taxes. Although Vietnam's logistics sector is growing swiftly and yielding positive results, its operations are still limited by the size, money, human resource capability, and expertise of logistics firms.

By providing a network of services for the transport, distribution, and circulation of commodities, logistics businesses connect operations in the global value chain (GVC). As the world market expands

due to technical improvements, especially the opening of markets in new and undeveloped countries, managers see logistics services as a tool and a communication channel that links different areas of company strategy. Logistics creates value for businesses at the appropriate moment and place. The growth of logistics connects the regional and global economies to the home economy.

In order to meet the demands of production and life, logistics businesses move and supply commodities. Additionally, they encourage economic restructuring, boost customer satisfaction, and advance international trade.

In addition to infrastructure, resources, and other elements, the logistics industry is built on knowledge. Consequently, by participating in a network of relationships and links with other firms, a business can quickly acquire the information required to compete successfully in that market by comprehending the terms and characteristics of the market [6].

There are still many problems with the way business is done, even if the number and size of logistics firms in Hanoi and the surrounding areas have grown. Many companies are still unable to provide high-quality logistics services; most of them only provide one or two value-added services, and their operations are haphazard, unprofessional, and chaotic. As a result, studies on corporate knowledge acquisition, internal and external social capital, and social capital must be both theoretically and practically important.

2. Literature Review

2.1. External Social Capital

Because both sides are determined to sharing a considerable amount of their resources, the more cohesive the external relationships, as indicated by trust, mutual aid, and support, the more favorable outcome will be enabled [7].

As per Cuevas-Rodríguez, et al. [8] social capital theory posits that an organization can obtain resources from its environment and seek out new opportunities through its external networks.

External social capital reflects the connections between companies and individuals who represent externally associated organizations [9].

External social capital will help businesses quickly acquire market knowledge and experience, as well as create new business prospects and prevent harm to one another [9].

2.2. Internal Social Capital

Nguyen and Huynh [10] differentiate between two types of networks: those that have horizontal connections between members and peers, and those that have vertical connections between leaders and employees or between superior and subordinate roles.

Internal social capital is the quality of relationships between people and departments within an organization, according to Dai, et al. [9]. This is exemplified by workers or departments that share information and knowledge, keep their word, preserve their relationships, and don't harm one another.

In a company with high social capital, all employees embrace the company's goal, which promotes the creation of productive teams and assists family members in improving corporate performance [11].

Using both qualitative and quantitative research methodologies, Nguyen, et al. [12] identify, analyze, and quantify the internal social capital of plastic and packaging businesses in Hanoi and nearby areas. The study found and examined six scales (component qualities) of internal social capital in plastic and packaging companies, based on a review of prior research and expert interviews.

2.3. Acquire Knowledge

Forms of knowledge include information, skills, and organizational aptitude. The enterprise organization's internal learning and research Dai, et al. [9] and social capital accumulated through the firm's exterior key customer contacts [13] are the sources of this information. Knowledge acquisition (i), information distribution (ii), shared meaning (iii), and acquired memory (iv) are the four components of knowledge growth, according to Hult, et al. [14]. According to Yli-Renko, et al. [13] acquiring

knowledge is essential since it opens up new production opportunities and increases one's ability to seize them.

According to Lee, et al. [15] relationships between employees inside the organization must be developed in order for them to freely exchange vital information regarding duties during implementation.

Gaining information helps businesses develop new goods, improve their competitiveness, and control customer anxiety, all of which raise the likelihood of success [16].

2.4. External Social Capital and Acquire Knowledge

According to Suseno and Ratten [6] external social capital has a favorable effect on the expansion of business knowledge. Differently knowledgeable partners are more likely to benefit from each other's knowledge in order to work together to achieve the intended results. Knowledge acquisition, which enables businesses to conduct internal research using market and consumer trend data to assist in product development and innovation, is a key factor in market success [7].

External social capital plays an essential role in interacting with the corporate environment and exchanging knowledge from the network of ties. This aids in knowledge acquisition for the business [15, 17].

The environment is impacted by many forms of transportation, and the logistics industry is one of the primary sectors generating carbon emissions and greenhouse gas emissions. Consequently, the logistics industry has been implementing measures to reduce its environmental impact.

2.5. Internal social capital and acquiring knowledge

The social capital theory states that the growth of corporate knowledge is positively impacted by internal social capital. As a result, members can interact and exchange information and experiences with one another thanks to internal social capital [17, 18]. Employees engage with one another to learn new things or offer suggestions in reaction to changes in business operations, and managers and leaders share their knowledge with their staff [6].

The quality of an organization's internal network is particularly advantageous to its members; it enables them to learn about the various needs of customers and the unique circumstances of each market [6]. In order to enhance and perfect products or services to meet customer preferences, departments inside the company carry out market research and look for information about consumers, including their needs, wants, and reactions.

Logistics firms build long-term connections with customers to understand their demands. Give customers channels for communication, including blogs, social media, customer events, and customer support services. Acknowledge customer feedback and recommendations to improve your company's products.

3. Methodology

3.1. Sample and Research Methods

This study was carried out using both qualitative and quantitative methods. Qualitative research approaches were used to create the questionnaire and finish the scale. We conduct in-depth interviews with experts and business executives about knowledge acquisition, internal and external social capital.

In quantitative investigations, the "questionnaire-answer" research process is employed. According to Hair, et al. [19] the minimum sample size is determined by the ratio 5:1 (number of observations/measured variables); a minimum of 5 observations are needed for each measurement variable. With 15 observed variables, the study's minimal sample size is $15 * 5 = 75$ observations (questionnaire). Based on the information available to the author's group, a simple method was used to choose logistics companies in Hanoi and neighboring regions for the research sample.

The study comprised the remaining 245 questions from the total number of questionnaires after filtering.

Respondents to the survey are employed by logistics firms in Hanoi and the neighboring regions. Respondents will discuss contentious topics such knowledge acquisition, internal and external social capital, and the company's current situation.

All of the research concept scales are multivariate. The observed elements are measured on a 5-point Likert scale, where 1 represents strongly disagree and 5 represents strongly agree, or 1 represents highly disinfluence and 5 represents strongly influence. The assertions on each scale are based on prior research. The scale is adjusted to meet the requirements of logistics firms in Hanoi and the neighboring areas based on the outcomes of extensive talks with specialists and business managers.

3.2. Research Models

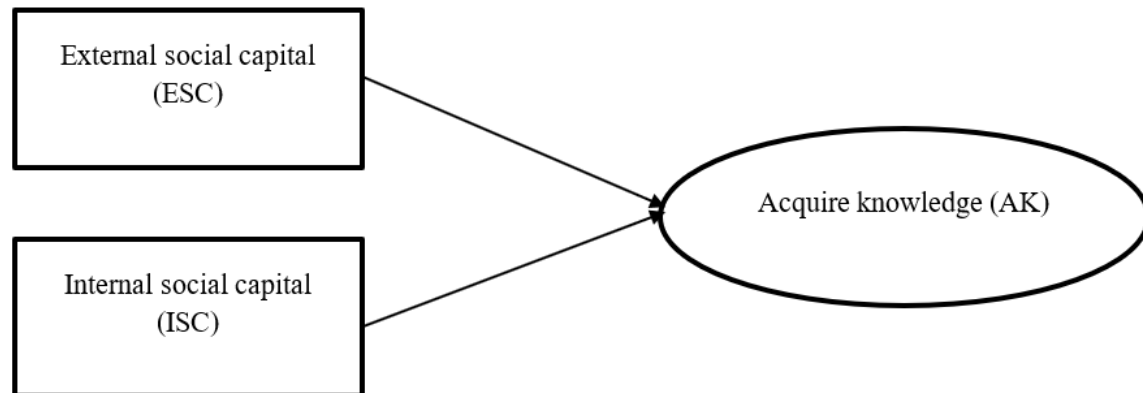


Figure 1.
Research model.

External social capital (ESC): Includes 5 observed variables (ESC1, ESC2, ESC3, ESC4, ESC5) inherited from the research results of Nguyen, et al. [20].

Internal social capital (ISC): Includes 6 observed variables (ISC1, ISC2, ISC3, ISC4, ISC5, and ISC6) inherited from the research results of Nguyen, et al. [20].

Acquire knowledge (AK): Includes 4 observed variables (AK1, AK2, AK3, and AK4) inherited from the research results of Le, et al. [21].

4. Results

4.1. Cronbach Alpha

The Cronbach alpha coefficient is used to assess the scales' internal reliability. The reliability of the scale used in the study is confirmed by the statistical results in Table 1, which indicate that Cronbach alpha values in the range of 0.804 to 0.901 are greater than the significance level of 0.7 [22]. The item-total correlation for each observable variable on the scales is higher than 0.3. All of the scales are suitable for exploratory factor analysis since they satisfy the criteria [19, 23, 24].

Table 1.
Results of Cronbach's alpha testing of attributes and item-total statistics.

AK				
Cronbach's Alpha		N of Items		
0.893		4		
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
AK1	8.914	3.284	0.690	0.887
AK2	8.788	3.143	0.785	0.855
AK3	8.780	2.984	0.807	0.845
AK4	8.869	2.868	0.778	0.857
ESC				
Cronbach's Alpha		N of Items		
0.866		5		
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
ESC1	12.698	9.900	.585	0.862
ESC2	12.633	9.889	.592	0.861
ESC3	12.416	8.351	.803	0.807
ESC4	12.943	9.710	.655	0.846
ESC5	12.461	8.299	.813	0.804
ISC				
Cronbach's Alpha		N of Items		
0.909		5		
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
ISC1	17.22	14.681	0.693	0.901
ISC2	17.18	14.115	0.778	0.889
ISC3	17.359	14.28	0.787	0.888
ISC4	17.286	14.877	0.698	0.9
ISC5	17.433	14.345	0.763	0.891
ESC6	17.318	13.915	0.772	0.89

4.2. EFA Analysis

Tables 2, 3, and 4 show that exploratory factor analysis (EFA) was then conducted using component analysis and variance.

The KMO index is 0.822 and 0.893, respectively, more than 0.5 (>0.5), based on the results of Bartlett's test, which was used to investigate the probability of correlation between the observed data. 75.818% and 67.521% of the extracted variance, respectively ($>50\%$), show that these four and five observable factors account for 75.818% and 67.521% of the variation in the data. Sig. < 0.05 indicates that Bartlett's test is statistically significant. Therefore, it can be said that the indicators in the study satisfy the standards of the EFA analysis [19, 23, 24].

These figures show that factor discovery research data analysis is suitable. We have determined six components of the internal social capital of logistics companies, five components of the external social capital, and four components of knowledge acquisition through the quality assurance of the scale and the test of the EFA model [19, 23].

Table 2.
KMO and Bartlett's Test.

KMO and Bartlett's Test.

AK		KMO and Bartlett's Test	
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.822	
Bartlett's Test of Sphericity	Approx. Chi-Square		581.322
	Df		6
	Sig.		0.000

ESC & ISC

		KMO and Bartlett's Test	
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.893	
Bartlett's Test of Sphericity	Approx. Chi-Square		1,537.589
	Df		55
	Sig.		0.000

Table 3.
Total Variance Explained.

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
AK						
1	3.033	75.818	75.818	3.033	75.818	75.818
2	0.430	10.762	86.580			
3	0.321	8.037	94.616			
4	0.215	5.384	100.000			
ESC & ISC						
1	5.010	45.545	45.545	5.010	45.545	45.545
2	2.417	21.976	67.521	2.417	21.976	67.521
3	0.631	5.740	73.260			
4	0.521	4.734	77.995			
5	0.466	4.241	82.236			
6	0.451	4.104	86.339			
7	0.422	3.834	90.173			
8	0.377	3.427	93.600			
9	0.293	2.667	96.267			
10	0.228	2.071	98.338			
11	0.183	1.662	100.000			

Source: Extraction Method: Principal Component Analysis.

Table 4.
Component Matrix^a.

AK	Component	
	1	
AK3	0.898	
AK2	0.885	
AK4	0.879	
AK1	0.818	
ESC&ISC	Component	
	1	2
ISC2	0.796	-0.309
ISC6	0.779	-0.334
ISC3	0.772	-0.379
ISC5	0.743	-0.400
ISC4	0.697	-0.371
ISC1	0.689	-0.383
ESC1	0.581	0.432
ESC2	0.555	0.470
ESC5	0.627	0.642
ESC3	0.620	0.641
ESC4	0.491	0.625

4.3. Regression Model

There are two independent variables and one dependent variable in this study, and the results are determined using multiple regression analysis. The only variable in the regression phase of this study will be acquire knowledge (AK).

Examine the effects of internal and external social capital (ESC and ISC) on logistics businesses' acquired knowledge (AK) using the model regression (see Fig. 1). Table 5 illustrates the validity of the model and the relationships between the dependent variable and the two independent variables. This model's R-square value of 0.125 indicates that two factors explain 12.5% of the variance in logistics businesses' acquired knowledge (AK) [23, 25]. The ANOVA test's p-value (sig. value) is 0.000 with a 95% confidence interval, satisfying the condition that it be less than 0.05 (table 6). Stated differently, the ANOVA analysis demonstrates the relevance of the linear model (Hair et al., 2010; Hoang & Chu, 2008).

Durbin-Watson statistics, which are used to confirm the autocorrelation of residuals, show that the model is not violated when using the multiple regression approach because the Durbin-Watson value falls between 1 and 3 (DW = 1.773). In other words, there is no residual autocorrelation in the model [23, 25].

One independent variable is a significant predictor of the dependent variable, as indicated by the fact that one of the p-values (sig. values) in the coefficients result shown in Table 7 is less than 0.05. Furthermore, the VIF values for both predictors are less than 2, which suggests that multicollinearity is not present [23, 25]. Based on the result, the regression equation can then be ascertained as follows: $AK = 0.313 * ISC$.

Table 5.
Model Summary^b.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.354 ^a	0.125	0.118	0.53887	1.773

Note: a. Predictors (Constant): ISC, ESC

b. Dependent Variable: AK.

Table 6.
Anova^a.

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	10.073	2	5.036	17.343	0.000 ^b
Residual	70.273	242	0.290		
Total	80.346	244			

Note: a. Dependent Variable: AK

b. Predictors: (Constant): ISC, ESC.

Table 7.
Coefficients^a.

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	1.898	0.190		9.996	0.000		
ESC	0.070	0.049	0.091	1.429	0.154	0.887	1.127
ISC	0.239	0.049	0.313	4.901	0.000	0.887	1.127

Note: a. Dependent Variable: AK.

5. Discussion and Implications

Logistics is the process of planning, executing, and overseeing the flow of commodities or data related to inputs (raw materials) and outputs (completed goods) from one place to another. Planning and organizing the flow of raw materials from suppliers to manufacturers as well as advancing the flow of

goods from the point of final production to the customer are examples of contemporary logistics tasks. Logistics related to transportation are not the only activities involved. Involve the entire community to maximize and reduce processing and storage costs.

The additional circulation process in the area of supplying goods and services to meet production and living needs is handled by logistics firms. Logistics firms offer services to satisfy client demands in addition to transporting goods produced by manufacturing firms. Complete, synchronous, quick delivery of goods at the scheduled time, place, and amount is one of these services. In addition to improving customer service, services can be used to effectively compete with competitors in order to attract new customers, expand into untapped markets, and increase revenue. Logistics firms must prioritize their clients, be customer-focused, innovate in all facets of their operations, and consistently raise the bar for meeting their clients' ever-increasing expectations through service delivery in order to achieve this. Logistics firms must work together and communicate with organizations in other sectors, like banking, insurance, and finance, to provide customers with the best service possible. Because logistics firms specialize in providing service activities, they can use all of their strengths to help clients create different product types and choose acceptable items with diverse prices and characteristics. Establish distribution channels to deliver goods to clients according to their requirements.

Logistics companies use a variety of research approaches depending on their specific goals, which could include marketing campaigns, service introductions, market expansion, etc. Under all conditions, market research is an essential activity to ensure the delivery of accurate and thorough information. Businesses can create logical strategic strategies and accomplish outstanding business success with this knowledge.

Before logistics firms are prepared to join a new market, they will face a variety of new and difficult circumstances, such as unforeseen risks. As a result, this process requires a deep understanding of the economy, consumer needs, relevant regulations, competitors, and the intended audience. Businesses can minimize preventable mistakes by conducting market research.

Before launching new services, logistics firms must conduct a comprehensive market analysis and select the right target market. By doing this, companies will be able to better understand the requirements and desires of their clients and enhance their offerings to meet those needs. Prior to launch, it is essential to carry out market research and enhance services. It helps logistics firms increase the probability that services will be delivered successfully.

Logistics firms must conduct in-depth research and fully understand their target market. Learn about the needs of your customers, their demographics, the economy, their purchasing habits, and more. Surveys can be created and administered in-person or online using tools like Google Forms and SurveyMonkey to gather data and feedback from clients. Inquire in-depth about the client's requirements, preferences, problems, and desired methods of receiving improved service.

After every transaction or service use, customers give logistics businesses feedback. Logistics companies should include feedback channels, including social media, phone, email, or customer care systems, so that customers may share their opinions. This feedback can help businesses better understand the needs and problems that customers are facing. It is important to pay attention to and consider sincere customer comments. To improve products, services, and customer interactions, take into account and implement these recommendations.

Sustainable development is essential to the success of any business because it promotes customer satisfaction, partner growth, and brand promotion. Businesses in the logistics industry that promote sustainable services are gaining popularity among consumers, investors, and the general public.

Over the course of their operations, logistics companies usually have to make difficult decisions, such as whether to enter new markets or create a competitive pricing strategy. Options Inadequate foundation might lead to undesirable consequences, such missed opportunities or lost revenue. To lower this risk, businesses must collect essential market data and information to serve as a basis for decision-making.

When introducing new products and services or entering new markets, most logistics firms rely significantly on market research. This strategy has many benefits, including horizon shrinking, idea development, and risk reduction. From there, it helps companies achieve better business results.

Studying consumer behavior gives logistics firms the most natural and useful perspective. This allows them to create fictitious situations and ask customers for feedback. Logistics firms will therefore have better-prepared scenarios rather than having to rely only on data to predict problems.

Transparency:

The authors confirm that the manuscript is an honest, accurate, and transparent account of the study; that no vital features of the study have been omitted; and that any discrepancies from the study as planned have been explained. This study followed all ethical practices during writing.

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