
Editorial

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Patricia Ordóñez de Pablos is Professor of Business Administration at The University of Oviedo in Spain. Her field of interest is knowledge management, intellectual capital and human resource management. She has published numerous papers in top journals as well as she served as Guest Editor for many special issues. She serves as Editor-in-Chief of the *International Journal of Learning and Intellectual Capital*.

Jesús Ángel del Brío is Doctor Cum Laude of Economics and Management at Universidad de Oviedo. His dissertation is entitled 'Attitude of Spanish industrial firms to environment: factors of influence'. He is teaching firm Organisation since 1995. His research work has been directed towards the study of the environmental management from several points of view. In these topics, he has published one book with Beatriz Junquera; and 34 articles in national journals and 12 articles in international journals. Furthermore, he has taken part in 26 national and international congresses. Nowadays, he has published two books with Beatriz Junquera about management introduction that they have been using for teaching in Spanish universities.

Welcome to this special issue of *WREMSD*, which is devoted to 'Corporate Social Responsibility, Environmental Management and Business Competitiveness'. There have always been discussions about the extent to which organisations are under an obligation with their environment and/or employees beyond their distribution of products and services. Although there are economic reasons which explain this type of behaviour on the part of organisations, such a debate goes beyond the limits of the economic reason by a long way. The last decade has witnessed the increment/growth of aspects linked to social responsibility and ethical businesses. What has changed in the current world that has provoked such a shift? The reason can be summarised in one: society and a lot of stakeholders consider to a greater extent that it is every organisation's obligation to demand that their managers do what is correct, good and fair. Organisations must adapt to those social changes. A company will never invest in any action for its corporate social responsibility after having met legislated limits if it does not know its effects on competitiveness. Especially, companies are more and more concerned about the potential negative influence environmental practices may have on their competitiveness. Papers for this special issue have been selected to reflect the key themes on corporate social responsibility and, specifically, environmental management and their relationships to competitiveness.

The first paper, 'Dimensions of corporate social responsibility: a time for new discourse', identifies the different levels and dimensions scholars have placed corporate social responsibility throughout their research. The authors have found a very gradual development of definition in the process but not much substance to measurement initiatives nor theoretical developments. Likewise, the article identifies a few of the actors who serve as corporate social responsibility driven consultants, so that corporations are given the tools to better manage their obligations while doing business. The article defends that in the last 50 years much of the groundwork has been accomplished but researchers need to move on with the concept and take on new realms.

The second paper, 'Towards a generally accepted CSR accounting framework: a literature mapping', is supported on the high priority that the measurement of CSR performance have in the current research agenda of academics. This paper addresses that several methodological frameworks and approaches have been recommended, which can be divided into two categories: simple versus composite indexes. This pluralism enhances the academic debate. In this context, this paper presents the following:

- 1 an analysis of the reasons causing the variety of indicators
- 2 a presentation of a mapping of CSR measuring literature in order to clarifying the key points
- 3 pointing out important issues for future research in achieving a general accepted methodology for measuring CSR.

The third paper, 'Leading sustainability', briefly explores sustainability and the pressure placed on it by globalisation and how it creates the need for leadership. It provides an overview of recent research on cross-cultural leadership intelligence (XLQ) and, later, it correlates sustainability to the XLQ dimensions. Finally, it discusses the dimensions and skills necessary to lead sustainability in a multicultural environment where norms, values and beliefs vary widely.

The fourth paper, 'The process of regenerating, repositioning and rebranding Oldham: challenges and prospects for the future', profiles how the Oldham borough has been

repositioned since the events of 2001 when the city projected itself as a disaster area embroiled in social turmoil, economic and infrastructural degradation. The paper concludes that with the right planning and sustained prospects for Oldham, its future looks bright and this has been made possible by the cooperation of the various stakeholders and a strategic vision epitomised in the strategic document codenamed 'Oldham Beyond'. While acknowledging the phenomenal transition of Oldham, the paper points out that successful branding is hard work and sustained investment.

The fifth paper, 'Corporate environmental performance and market value of intangible assets', explores the relationships and effect between corporate environmental performance and market value of intangible assets in Taiwanese publicly listed manufacturing companies from 1991 to 2001 and it likewise tests the reciprocal and causality relationship between three aspects of the environmental performance and market value of intangible assets. Two of the three indicators do not show such a relationship. In addition, the significant pre- and post-causality relationship and effect exists between environmental performance and market value of intangible assets.

The final paper, 'Psychological effects of mergers and acquisition on employees: case study of some selected banks in Nigeria', is supported on the idea that mergers and acquisitions often have negative impacts on employee's behaviour, thereby resulting in counter productive practices, absenteeism, low morale and job dissatisfaction. This paper explored both primary and secondary data in testing the attitudes of 250 respondents (bank employees) towards the psychological effects of merger and acquisition process. It was observed from the analysis of responses that there is no significant difference in the perception of employees towards the merger and acquisition process. The majority of the respondents in all the banks agreed with the negative psychological effects of mergers and acquisitions. The paper therefore concludes that open, timely and accurate communication with employees may effectively reduce the negative psychological and behavioural consequences, thereby reducing employee's anxiety, uncertainty, confusion, rumour activity and labour turnover.

We are sure that this special issue of the journal will strengthen readers' understanding of the challenges faced by researchers, practitioners, academics and policy makers about corporate social responsibility (and, specially, environmental management) and its relationships to competitiveness and that it will enhance interest and readership of the *WREMSD*.

Finally, we wish to thank the Editor-in-Chief, the individual authors, reviewers, the journal's editorial team and staff who have contributed directly and indirectly to make a success of this special issue.