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## Editorial

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**Biographical notes:** Ajoy K. Dey is a Professor of Supply Chain and Operations Management at the Birla Institute of Management Technology, Greater Noida, India. He edits the *South Asian Journal of Business & Management Cases* – a Sage Publication. He is a member of several editorial advisory boards and a regular reviewer of many leading international management research journals. As a university rank holder, he possesses a blend of corporate, consultancy and academic experiences. His specific areas of interest are logistics and supply chain; engagement studies of students, patients and employees, project management and behaviour of millennial generation. He has conducted many training sessions, seminars and workshops in India and abroad. He has served as a resource person at many faculty and management development workshops. He conducts courses of supply chain management, operations management, research methodology and decision modelling with spread sheet.

Tojo Thatchenkery is featured as one of the leading *change thinkers* in the *Palgrave Handbook of Organizational Change Thinkers*. He is a Professor and the Director of the Organization Development and Knowledge Management Program at Schar School of Policy & Government, George Mason University, Arlington, Virginia, USA. He is a member of the NTL Institute of Applied Behavioral Science, and the Taos Institute. He is an author of over a dozen books and hundreds of articles. He has also published in journals such as the *Harvard Business Review*. He has extensive consulting experience in change management, leadership development, organisation design and strategy, and knowledge management. His past and current clients include the FAO of the UN, IBM, Fannie Mae, Booz Allen, PNC Bank, Alcatel Lucent, General Mills, 3M, British Petroleum, International Monetary Fund, World Bank, USDA, EPA, Akbank (Turkey), and Tata Consulting Services (India).

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Organisation theorists such as Chris Argyris, Douglas McGregor, Frederick Herzberg, and Edgar Schein have argued for a long time regarding the need to align individual goals and values with organisational goals and values. They have also discussed the inherent contradiction between the two. In the real world of organisations, the need for profit may overtake the need to satisfy individual needs. Terms such as right sizing, reduction in

force (RIF), reengineering, adding shareholder value, and reorganisation merely point to the prevalent practice of placing organisational goals over individual ones. Yet, a recent and growing parallel stream of research on the topic of well-being claim that a satisfied employee is good for the bottom line of the organisation. The whole of field of positive organisational behaviour and positive psychology have popularised constructs such as resilience and mindfulness pointing to the importance of individual in making organisations sustainable and profitable.

The nine papers in this special issue address this raging debate with a balanced view. The first four articles look at the importance of leadership, gender, power, decision making, and culture in mapping individual and organisational values and goals. The two articles that follow examine entrepreneurship in the academic and higher education context. They explore issues such as commercialisation of intellectual property and identify dynamics of knowledge producers. Another three articles in this special issue come back to the first theme but from a different angle. One of them explores how stakeholder's influence organisational dynamics while another looks at the impact of voluntary employee turnover in organisational change. The third one explores the contemporary theme of organisational citizenship behaviour (OCB) within the context of human resource management and information technology. The remaining two articles explore standalone topics. The first one provides a rich narrative on hedonism, shopping, and consumer behaviour while the last one explore how social intelligence can create more humane workplaces, especially in overly oppressive environments such as prisons.

In 'The effectiveness of leadership development in the military context from a gender viewpoint', the first article in this special issue, Heli Häyrynen and Anna-Maija Lämsä examine leadership development programs in the Finnish Defence Forces using gender dynamics. Forty-five longitudinal interviews were conducted with 15 women who had participated in the program. Each woman was interviewed three times: at the beginning, in the middle and at the end of the program. Content analysis of the data showed that the current leadership model for effective leadership in the Finnish Defence Forces would benefit especially from the addition of an intrapersonal leadership competence dimension. This would add visibility to the female point of view and may lead to the creation of new resources for military organisations.

The second article in the special issue – 'Collective ownership: an Expo Mart for the exporter by the exporter', by Anuj Sharma point out that exhibition facilities in the New Delhi area were very limited until the early 2000s which adversely impacted the handicraft exports from India. Rakesh Kumar, the top leader of the Export Promotion Council for Handicraft was determined to change that. Mobilising the resources of the industry and various government agencies he created an Expo Mart to address this gap. Conceived as a special purpose vehicle (SPV), this was a massive project requiring both people management and technical skills. The case highlights how shared ownership, mutual trust, integrity, resilience, and empathy were needed to create a sustainable organisation.

In 'Workplace bullying in top management: a constructivist grounded theory study', the third article in the special issue, Shreya Mishra, Manosi Chaudhuri and Ajoy Kumar Dey ask the unusual question: what if top management themselves become the target of bullying? They explore this very interesting question about workplace bullying by using an interpretive approach. They conducted 13 in-depth interviews with top executives from public and private sector organisations in India. To their surprise,

they found that top management executives did indeed face some form of bullying, some of which came under the category of peer bullying.

Managerial decision-making among Finnish and Italian managers is the focus of the next article. Johanna Kujala, Valentina Battista, Lorenzo Lucianetti and Anni Paavilainen in their paper titled 'The influence of cultural context in managerial decision-making: legitimacy views of Finnish and Italian managers', examine the influence of cultural context in managerial decision-making by comparing the legitimacy views of Finnish and Italian business managers. While managers often make decisions based on economic interests, other means of legitimacy are also often required. Despite being members of the European Union (EU), Finland and Italy have different cultural values which also impacts economic policy. Finland is a North-European country with Protestant religion and high level of transparency in economic transactions while Italy is a South European country with the Catholic religion with a muddled history with transparency. Their findings add to the existing research on managerial decision-making by demonstrating that Finnish managers rely more on property and perception view of legitimacy in their decision-making, whereas Italian managers rely more on a process view of legitimacy.

Jukka Moilanen, Tero Montonen and Päivi Eriksson address commercialisation and academic entrepreneurship (AE) in their next article, 'The conflictual sense of commercialisation and academic entrepreneurship'. Using the critical sensemaking lens (CSM), they explore how the juxtaposition of the dominant discourse of academic research and the emerging discourse of commercialisation in academic work (re)produces a tensioned and conflictual sense commercialisation and AE. Using empirical data gathered from a two year study of scientists working on a project that included both research and commercialisation activities, they show that commercialisation is not only about organising and funding, but also about power dynamics.

The next article also addresses AE but from a different angle. In 'Liminality and hybridity of academic entrepreneurship', Tero Montonen, Päivi Eriksson and Eeva Aromaa explore liminal and hybrid identities in academic work. Using the concept of third space of hybridity, this longitudinal qualitative case study illustrates how liminal identities crossing organisational boundaries create a space for employee agency, in contrast to those within the organisation that are being managed by the employer. They found that employee creativity and agency can be exercised when identities that cross-organisational boundaries are constructed as meaningful for future selves. Using repeated narrative analysis of interviews with one university scientist over two years, and the experiences of in-between identities they found that in-between identities are not only about liminality but also about hybridity and that the third space of hybridity offers a new ground for the study of changing academic work.

Stakeholder influence in international megaprojects is the focus of the next article. In 'Understanding stakeholder influence: lessons from a controversial megaproject', Lara Gonzalez-Porras, Anna Heikkinen and Johanna Kujala explore stakeholder influence in megaprojects by examining a Finnish company's construction of a controversial pulp mill in Uruguay. Content analysis of 96 newspaper articles from 2005 to 2009 showed how the stakeholder-firm and inter-stakeholder influences evolved during the project. Findings add to the existing literature on secondary stakeholder influence as well and underscore how stakeholders can both influence as well as get influenced by the relational and political dynamics of large ventures.

Linda Christie and Katherine Dubrowski in the next article, 'Understanding the effects of inclusive strategic decision-making on embodiment of organisational values', analyses non-profit organisations' decision to leverage voluntary employee turnover to elevate staff and improve morale. Using a values survey administered before and after the voluntary turnover occurred she analysed employee values across the two time periods and found that employees' views of the organisation had changed following a turnover. The case study also showed how recent efforts to reorganise resulted in the collective embodiment of organisational values centred on collaboration, empowerment, embracing change and accountability.

In the last article titled 'Customer satisfaction: impact of hedonic shopping in Delhi and National Capital Region', Pooja Misra, Prachi Deepak Patil and Aparna Gupta explore the hyper consumerism in the capital city of the world's largest democracy. 15% of the gross domestic product of India and 8% of current employment is contributed by the retail sector in India. She points out that customers today demand more than just the product during their shopping. They are at the shopping mall for the experience and social connectivity as well. Her case study explores the impact of store layout and physical structure, ambience, lighting, music and smell, and crowd and staff profile.

We hope that the papers in this special issue have shed new insights for aligning individual and organisational values for creating an inclusive and effective leadership and thriving entrepreneurship in a wide range of organisational and global context. We thank Editor-in-Chief Professor Mohammed Dorgham for giving us this opportunity to guest edit the special issue. We also appreciate the timely assistance of the editorial staff of *Inderscience* throughout the review and production process.