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## Editorial

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The past three years have been brutal, period! The pandemic has profoundly impacted all aspects of life – personal, social and professional. While its overall impact has been documented well in the popular press, its differential effects on various sectors of the economy are still under study. I want to reflect on its devastating effect on the world of scholarship here. As a journal editor and a member of several editorial boards, I see a diminution in the flow of manuscripts. Empirical scholarship has taken a more significant hit as data sites have remained closed for the better part of two years with little access to participants in the real world of work. Scholarship involving context-rich, face-to-face data collection has been seriously imperiled. Varying vaccination landscapes and associated travel restrictions have made the life of international researchers challenging and have rendered many global data sites inaccessible. *IJCM* is a journal focused on international comparisons that are data-driven. That makes us particularly vulnerable to the fallouts of the pandemic. Journals thrive on conferences, as they feed innovative and timely special issues. The cancellation of major national and international conferences has stopped the showcase of research and also closed the door to osmotic learning and the cross-pollination of ideas. These circumstances have not only slowed knowledge production but have also skewed our investigation process. Research focus has now shifted from what is needed to what is possible.

That said, the past three years have also forced us to engage in resourceful thinking to pursue the art of the possible. For starters, we now have a competent and comprehensive understanding of the pandemic. It has now afforded a semblance of normalcy – albeit a new normalcy – offering new opportunities. Forced to cope, we have unlocked doors that we did not know existed, opening innovative vistas of work life. Empirical researchers have discovered retrospective data. They are accessing comprehensive national survey data on all aspects of work, thus enabling them to design longitudinal studies looking backward in time while incorporating data from the pandemic period. Some are designing field experiments comparing the pandemic period data to a matched set of non-pandemic data. Unlike other services, national surveys around the globe continued their work during the pandemic, enabling researchers to ask unique comparative questions. The conduct of work itself has changed profoundly over the past three years, creating opportunities to study variants of remote work and their impact on occupational mental health, individual performance, firm productivity, job satisfaction, work engagement, as well as a myriad of other work-related outcomes. Not to put too fine a point on it, but the post-pandemic period will likely give rise to inquiries that will advance management scholarship in ground-breaking directions. I am urging readers of *IJCM* to participate in that process and share your knowledge on the pages of our journal.

Turning now to our current issue, I am pleased to note that we are continuing with our innovative feature and presenting an interview with Professor Denise Rousseau. Dr. Rousseau is one of the most influential management scholars, with many books and citations that have currency among scholars and practicing managers. Her work on evidence-based management serves as the best attempt to date to bring sophistication to management decision-making. I am sure her wide-ranging wisdom in this interview will enlighten our readers in their research and broaden their understanding.

In addition to the interview, we offer four empirical works that are, true to the international nature of *IJCM*, written by authors located in Canada, Germany, Kenya, and Iran. The first paper compares disclosure and legitimacy strategies in the Canadian financial sector immediately after a cyber-security incident at one of their firms. Differences in legitimization strategies and conformity strategies are highlighted and explained. The second paper compares sustainability reporting in the German healthcare sector. Differences in the treatment of sustainability as a core value among different firms are documented, and recommendations are made for a legal framework mandating the creation of sustainability reports and regulating their format. The third paper studies the impact of board behaviour on firm strategy among 300 organisations in Kenya's private sector. The study shows that while the efficacy of the chair of the board contributes to firm strategy, it is moderated by board members' knowledge. Implications for board policies ensuring efficient chairs and knowledgeable board members in an emerging economy are outlined. The fourth paper focuses on the performance of suppliers in the e-commerce industry in Iran and tests a multi-criteria decision-making tool using the Delphi method. A model is developed that allows suppliers to see where they stand vis-à-vis their performance on multiple criteria and correct deficiencies in formulating future strategies. Its beneficial impact on the economy is discussed.

These studies embrace qualitative, quantitative, case study, and modelling methodologies that underscore *IJCM*'s pluralistic attitude toward research and scholarship. It is my hope that you, our readers, might find something within these pages to pique your interest in undertaking a comparative analysis of your own.

Until next time...



Dr. V.V. Baba  
Editor-in-Chief