

## Sustainable people, process and organization management in emerging markets

Sustainability as a concept is too broad and attempts to assimilate environmental, human, social and politico-economic dilemmas into a coherent analysis of the twenty-first century world (Scully-Russ, 2012). Needless to say, the human factor in the sustainability agenda has received overwhelming attention in recent years (Pfeffer, 2010; Speth, 2010) and, as a result, signifies an increased recognition of the human and social consequences of global economic development (Scully-Russ, 2012). The key to sustainable management of people, process and product in emerging markets is not an easy task and organizations always have to develop a sustainable architecture to leverage the best out of “mind-share” and “market-share” philosophy.

Such kind of HR policies and systems create an organizational climate wherein caring about employees’ concerns, fostering employee engagement, involvement and retention at workplace become normal but extremely powerful rituals played by the persons in the leadership roles. Several studies indicate about emotional competencies (Bozionelos and Singh, 2017; Pradhan *et al.*, 2017; Singh, 2009), employee engagement (Al Mehrzi and Singh, 2016), and leadership role in change management (Al-Ali *et al.*, 2017), wherein helping employees in enhancing their skills to manage knowledge at workplace (AlShaima *et al.*, 2016) for helping organizations to improve upon their innovation performance (Al Matrooshi *et al.*, 2016; El-Kassar and Singh, 2018). Emerging markets is the only destination for firms across different industries around the world to have their bases especially when they are actively practicing pro-market reforms (Gaur *et al.*, 2014; Popli *et al.*, 2016, 2017; Singh *et al.*, 2017) to enhance firms capabilities (Hwang and Gaur, 2009) for superior firm innovation performance (Lee *et al.*, 2017). This special issue on “Sustainable people, process and organization management in emerging economies” hopes to advance knowledge in the field of emerging markets to meet current and future challenges to run enterprises sustainably.

The first paper titled “Integrated dynamic vendor selection and order allocation problem for time dependent and scholastic data” is a contemporary one. The paper presents deep insights toward managerial implications and theoretical contributions as well.

The next paper titled “Sustainability strategies in the Indian leather industry: an empirical analysis” is contextualized in the Indian context. It deals with the key strategies that, if adopted, help the Indian cement industry to become sustainable as well as to beat the threats, if any, in the business environment.

The third paper titled “Quality measurement of Indian commercial hospitals: using a SERVAQUAL framework” is relevant to the present-day context in the healthcare sector. The authors present adequate theoretical and practical implications of the findings of the study.

The fourth paper titled “Board independence and managerial authority” is contextualized on the premise of linkages between the independence of board and authority given to managerial employees to assess and respond effectively to make organization resilient. The paper has sound theoretical contributions and managerial implications.

The succeeding paper is titled as “Associations between organizational factors, TQM and competitive advantage: evidence from emerging economy.” TQM is the key to make organization sound and agile in the context of emerging economy that has been well addressed in this paper.

The sixth paper titled “The adoption of balanced scorecard: an exploration of its antecedents and consequences” is situated in the Indian context. The BSC helps in assessing the health of any organization, and it has been presented and discussed at length in this paper.



The next paper titled “Project risk analysis based on project characteristics” is completely contextualized in an emerging economy. The paper deals with project risk analysis and presents practical solutions and theoretical contributions well.

The eighth paper titled “Determinants of sustainability of micro enterprises: an empirical analysis” is contextualized in the Indian context. The paper shows how to effectively sustain micro enterprises to make them viable and contribute to the growth of economy.

The special issue moves on to the next paper titled “Supply chain performance measures and metrics: a bibliometric study” which is an excellent piece of work. The paper is thought provoking and has sound theoretical contributions to offer.

The subsequent paper titled “Work disengagement among SME workers: evidence from India” deals with key practical strategies to keep employees engaged in SMEs. It has key implications for SMEs in India to practice to create workplace excellence.

The 11th paper titled “Modeling the drivers for sustainable agri-food waste management” is situated in the Indian context. The paper draws upon the key facts that operate in practice but are largely neglected to leverage them for waste management.

The next paper is titled as “Does board demographic diversity influence firm performance? Evidence from Indian knowledge-intensive firms.” The board demographic diversity has been debated for its impact on firm’s performance and this paper adds well to this discourse. It has nicely presented the theoretical and practical implications.

The 13th paper titled “Sustainability assessment in manufacturing organizations (Part II) – development of assessment models” is contemporary in nature. It offers theoretical insights as well as practical implications for assessing sustainability in the manufacturing setup.

The penultimate paper titled “Public sector R&D and relative efficiency measurement of global comparators working on similar research streams” is a contemporary one. This paper has argued well about the key practical challenges and offered relevant solutions as well.

The last paper titled “Innovative sustainable methodology for managing in-house software development in SMEs” is situated in the Middle Eastern context. The paper discusses about practical implications and theoretical contributions in the domain of software development in SMEs.

I hope that the readers – academics, practitioners, policy-makers and the likes – will like this special issue.

**Sanjay Kumar Singh**

*College of Business, Abu Dhabi University, Abu Dhabi, UAE*

## References

- Al Matrooshi, B., Singh, S.K. and Farouk, S. (2016), “Determinants of organizational performance: a proposed framework”, *International Journal of Productivity and Performance Management*, Vol. 65 No. 6, pp. 844-859.
- Al Mehrzi, N. and Singh, S.K. (2016), “Competing through employee engagement: a proposed framework”, *International Journal of Productivity and Performance Management*, Vol. 65 No. 6, pp. 831-843.
- Al-Ali, A.A., Singh, S.K., Al Nahyan, M. and Sohal, A.S. (2017), “Change management through leadership: the mediating role of organizational culture”, *International Journal of Organizational Analysis*, Vol. 25 No. 4, pp. 729-739.
- AlShaima, T.H., Singh, S.K., Farouk, S. and Sohal, A.S. (2016), “Knowledge sharing enablers, processes and firm innovation capability: a study”, *Journal of Workplace Learning*, Vol. 28 No. 8, pp. 484-495.
- Bozionelos, N. and Singh, S.K. (2017), “The relationships of emotional intelligence with task and contextual performance: more than it meets the linear eyes”, *Personality and Individual Differences*, Vol. 116, pp. 206-211, available at: <https://doi.org/10.1016/j.paid.2017.04.059>

- El-Kassar, A.N. and Singh, S.K. (2018), "Green innovation and organizational performance: the influence of big data and the moderating role of management commitment and HR practices", *Technological Forecasting and Social Change*, (in press), available at: [www.sciencedirect.com/science/article/pii/S0040162517315226](http://www.sciencedirect.com/science/article/pii/S0040162517315226)
- Gaur, A.S., Kumar, V. and Singh, D.A. (2014), "Institutions, resources, and internationalization process of emerging economy firms", *Journal of World Business*, Vol. 49 No. 1, pp. 12-20, doi: 10.1016/j.jwb.2013.04.002.
- Hwang, P. and Gaur, A.S. (2009), "Organization efficiency, firm capabilities and economic organization of MNEs", *Multinational Business Review*, Vol. 17 No. 3, pp. 143-162.
- Lee, C.Y., Lee, J.H. and Gaur, A.S. (2017), "Are large business groups conducive to industry innovation? The moderating role of technological appropriability", *Asia Pacific Journal of Management*, Vol. 34 No. 2, pp. 313-317.
- Pfeffer, J. (2010), "Building sustainable organizations: the human factor", *The Academy of Management Perspectives*, Vol. 24 No. 1, pp. 34-45.
- Popli, M., Akbar, M., Kumar, V. and Gaur, A.S. (2016), "Resultant cultural distance and cross-border deal abandonment: role of cultural friction", *Journal of World Business*, Vol. 51 No. 3, pp. 404-412.
- Popli, M., Akbar, M., Kumar, V. and Gaur, A.S. (2017), "Performance effect of internationalization and entrainment with pro-market reforms", *Global Strategy Journal*, Vol. 7 No. 4, pp. 354-374, doi: 10.1002/gsj.1160.
- Pradhan, R.K., Jena, L.K. and Singh, S.K. (2017), "Examining the role of emotional intelligence between organizational learning and adaptive performance in Indian manufacturing industries", *Journal of Workplace Learning*, Vol. 29 No. 3, pp. 235-247.
- Scully-Russ, E. (2012), "Human resource development and sustainability: beyond sustainable organizations", *Human Resource Development International*, Vol. 15 No. 4, pp. 399-415.
- Singh, D., Pattnaik, C., Gaur, A.S. and Ketencioğlu, E. (2017), "Corporate expansion during pro-market reforms in emerging markets: the contingent value of group affiliation and unrelated diversification", *Journal of Business Research*, Vol. 82, pp. 220-229, doi: 10.1016/j.jbusres.2017.09.043.
- Singh, S.K. (2009), "Knowledge management practices and organizational learning in Indian company", *International Journal of Business Innovation and Research*, Vol. 3 No. 4, pp. 363-381.
- Speth, J.G. (2010), "Towards a new economy and a new politics", *Solutions*, Vol. 1 No. 5, pp. 33-41.