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Editorial

Organizational Resilience, Inclusive Markets, and Strategic Alignment in Contemporary Business

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1. Introduction

In an increasingly complex and interconnected business environment, organizations face a broad range of challenges involving people, markets, strategy, sustainability, and organizational resilience. The transformation of workplaces, the growing recognition of diverse consumer needs, the increasing complexity of supply chains, and the international mobility of skilled professionals are reshaping the way organizations create value and sustain their competitiveness. In this context, applied research in business and management remains essential for understanding emerging organizational challenges and developing evidence-based responses.

This issue of the European Journal of Applied Business and Management (EJABM) brings together five contributions from researchers based in Nigeria, Mexico, and Spain. Despite their different geographical, institutional, and sectoral contexts, the studies share a common interest in understanding how organizations can respond to changing internal and external conditions while strengthening employee effectiveness, market inclusion, strategic alignment, and organizational reputation.

The articles featured in this issue address five complementary dimensions of contemporary business and management: psychological resources and role-related stress among healthcare employees; inclusive marketing and the integration of neurodivergent

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consumers into the marketplace; the alignment of supply chain strategy with organizational culture, market segmentation, and internal objectives; organizational determinants of migration-induced turnover intention and the potential loss of human capital; and the relationship between environmental image, green innovation, greenwashing, and corporate reputation. Together, these contributions demonstrate how organizational performance increasingly depends on the interaction between human resources, strategic choices, stakeholder expectations, and broader societal challenges.

The study of psychological ownership and psychological capital highlights the importance of employees' internal resources in navigating role conflict and ambiguity. Psychological ownership refers to the sense that an individual feels that a particular target is "theirs", and organizational research has linked this construct to important employee and organizational outcomes (Pierce, Kostova, & Dirks, 2001). Similarly, psychological capital, encompassing self-efficacy, hope, resilience, and optimism, has been identified as an important positive psychological resource associated with employee performance and satisfaction (Luthans, Avolio, Avey, & Norman, 2007). At the same time, role conflict and role ambiguity remain important dimensions of organizational functioning, affecting employees' perceptions, attitudes, and behavioral responses (Rizzo, House, & Lirtzman, 1970).

The growing importance of inclusion is also reflected in the contribution focusing on neurodivergent consumers. Contemporary marketing research increasingly recognizes that consumer groups cannot be understood through homogeneous assumptions about needs, experiences, and marketplace behavior. Research on neurodiversity has highlighted the importance of understanding differentiated consumer experiences and reducing forms of exclusion in the marketplace (Jefferies & Ahmed, 2022). More broadly, inclusive retail and marketing practices can contribute not only to improved consumer experiences but also to innovation and the creation of new forms of social and economic value.

Strategic alignment represents another important theme across this issue. Supply chain management is increasingly understood not merely as an operational function but as an integral component of business strategy. Cross-functional integration is particularly important because different organizational functions may develop competing priorities, objectives, and incentives, potentially creating misalignment between strategy and execution (Oliva & Watson, 2011). In this context, organizational culture, customer

segmentation, stakeholder priorities, and internal alignment become critical elements in translating business strategy into effective supply chain decisions.

The issue also addresses the challenges associated with workforce mobility and the potential loss of human capital. Career opportunities, organizational politics, workload, incentives, and perceptions of the employment environment can influence employees' intentions to remain with or leave an organization. These questions are particularly relevant in contexts where international migration creates additional pressures on organizations seeking to retain qualified employees. The study included in this issue therefore contributes to the broader discussion of talent retention, organizational sustainability, and the management of human capital.

Finally, environmental sustainability and corporate reputation constitute an increasingly important strategic dimension of contemporary business. Organizations are under growing pressure to demonstrate credible environmental commitments, while stakeholders are increasingly attentive to the consistency between corporate claims and actual practices. The literature on greenwashing shows that misleading environmental communication can undermine consumer and investor confidence and create reputational risks (Delmas & Burbano, 2011). Consequently, the relationship between environmental image, genuine green innovation, and corporate reputation raises important questions regarding authenticity, credibility, and the strategic management of sustainability.

In conclusion, this issue highlights the multidimensional nature of contemporary business challenges. From employee psychological resources and workforce retention to inclusive marketing, supply chain alignment, and environmental credibility, the contributions demonstrate that organizational resilience cannot be understood from a single perspective. By bringing together research from different countries, sectors, and methodological approaches, this issue provides valuable insights for academics, practitioners, and policymakers seeking to understand and respond to the evolving demands of organizations and society.

2. Structure of the Issue

This issue features five peer-reviewed articles addressing diverse but interconnected themes in business and management:

1. **Impact of Psychological Ownership and Capital on Role Conflict and Ambiguity in the Nigerian Health Sector** – This study examines how psychological ownership and psychological capital influence role conflict and role ambiguity among healthcare professionals in Nigeria. The findings highlight the importance of psychological resources in helping employees manage uncertainty, maintain engagement, and sustain performance in demanding healthcare environments.
2. **From Artificial Inclusion to Social Innovation: Reimagining Marketing Strategies for Neurodivergent Consumers** – Focusing on the Mexican context, this study critically examines inclusive marketing practices directed toward consumers with Autism Spectrum Disorder. The findings emphasize the importance of sensory-friendly environments, accessible communication, and authentic inclusion, positioning neurodivergent accessibility as a potential source of innovation and competitive value rather than merely a philanthropic initiative.
3. **Beyond Strategy: How Do Culture, Segmentation, and Internal Alignment Drive Supply Chain Management Strategy? A Case Study Approach** – This case study investigates how organizational culture, market segmentation, and internal alignment contribute to the development and implementation of supply chain strategy. Using the case of an Ecuadorian footwear company, the study identifies relevant elements including stakeholder influence, supplier and customer prioritization, and organizational misalignment.
4. **Brain Drain Determinants and Migration-Induced Turnover Intention: Implications for Workforce Sustainability in Nigeria's Banking Sector** – This study investigates the organizational determinants of migration-induced turnover intention among employees in Nigerian deposit money banks. It examines the role of career growth opportunities, organizational politics, workload, and incentives, highlighting the importance of integrated retention strategies in addressing the potential loss of human capital through international migration.
5. **Corporate Environmental Image and Corporate Reputation in Nigeria's Oil and Gas Sector: The Parallel Mediating Roles of Perceived Green Innovation and Perceived Greenwashing**– This study examines the relationship between corporate environmental image and corporate reputation in Nigeria's oil and gas

sector, considering perceived green innovation and perceived greenwashing as parallel mediating mechanisms. The findings emphasize the strategic importance of credible environmental practices and communication in strengthening corporate reputation and stakeholder trust.

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It is our hope that this issue stimulates critical reflection, encourages further research, and supports evidence-based decision-making in organizations and institutions facing the increasingly complex challenges of contemporary business. This work was supported by FCT – Fundação para a Ciência e a Tecnologia, I.P., by project reference CICET-FCVC UID/06354/2025 and DOI identifier <https://doi.org/10.54499/UID/06354/2025>.

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