



## Editorial

The Special Issue on the *adaptation era and innovative management in emerging markets* are timely. This special Issue aims to intensify awareness, confidence, and effectiveness of various stakeholders in emerging countries to adapt to drastic conditions brought about by recent global events, including the COVID-19 pandemic and the crisis in Ukraine, to name a few. This Special Issue focuses on emerging countries that are considerably vulnerable to changes in the external environment in the Philippines, Dominican Republic, and Nepal. Thus, their key objectives revolve around different organizational management approaches, be they institutional or business entities applicable in the new normal. Moreover, we highlight the adaptation opportunities of people and groups to the recent business, organizational and environmental challenges. The legitimization of different management innovations is also our focal research interest. Opening more ideas in changing the way managing people, tasks, processes, structures, and policies to be more successful are the valued contributions of this Special Issue.

The challenges and novel problems initiate the development and institutionalization of management innovation. When there are marked changes in management practices, principles, and processes to adapt to alarming situations, effectiveness, efficiency, and competitive advantages are expected from the pioneering people, firms, or organizations. Management innovations are also synergistic with the different technological innovations as digitalization, robotics, big data utilization, cryptocurrencies, logistics advancements, and security become more conspicuous. This special issue also highlights potential management innovations in synergy with the following: brand trust, customer satisfaction, and loyalty; global competitiveness and economic growth; environmental concern, green perceived benefits, green perceived quality, green willingness to purchase, green future estimates, and green purchase decisions; food delivery service quality, customers' eating habits, patronage of food delivery services; and working environment and workforce retention programs on workforce productivity.

Whatever happens, the relationship between firms and their customers must remain intact. Alejandrino and Palma-Samson tested how brand trust enhances customer satisfaction and loyalty to commercial banks in Metro Manila, Philippines. Strong brand trust denotes customer loyalty as a brand conveys an embraceable experience and customers' beliefs that the associated promise will be fulfilled. In commercial bank consumers, Alejandrino and Palma-Samson determined the effect of various factors on customers' brand loyalty in a banking service environment. They argued that consumer brand trust and brand effect influence consumer brand loyalty. The study's results also indicated that customer satisfaction influenced consumer brand loyalty. However, the results did not confirm the indirect effect of consumer brand trust on the influences of customer satisfaction and consumer loyalty.

Emerging countries must not give up developing global competitiveness, regardless of economic growth or decline. In the 2<sup>nd</sup> research article, Banks-Peña investigated the relationship between the Global Competitiveness Index (GCI) and Economic Growth (EG) of the Dominican Republic as triggered by the apparent fads in the Dominican Republic (DR) 2017-2018 report against the prior year. The World Economic Forum (WEF) prepared its reports using data from international cooperation and financing organizations, and the global competitiveness index was assessed. Banks-Peña found a direct positive relationship between EG and the GCI, as most reviewed literature stated. The events between 2007-2016 have affected the outcome of GCI of the Dominican Republic during the said period. Banks-Peña also found that the raters' awareness level affected the place in GCI of the Dominican Republic. It is claimed that the rater's awareness of various exposures and situations influences the ratings. Institutions and market size are found to be different categories of factors of GCI in this research.

In the following important research article, Devkota, Shrestha, Dhakal, Mahato, Paudel, and Agrawal argued that green products and marketing are becoming societal trends considering wellness, well-being,

and sustainability. They focused on customer awareness of green marketing and determined consumers' purchase decisions regarding green products in Nepal. In Nepal, green marketing is an emerging concept that deserves more attention. As a result, more people are urged to adopt green goods for environmental and health reasons. Following the notion of the Theory of Planned Behavior, the authors found that ecological concern, green perceived benefits, green perceived quality, green willingness to purchase, and green future estimates significantly influence green purchase decisions. The authors advocate that policymakers develop efficient plans and tactics to encourage sustainable consumption of green products.

To be more relevant, fitting with consumers' dynamic needs and behavior are market adaptation priorities. In the next valuable article, Matitu studied the food delivery services (FDS) closely with apps among students in Philippines. FDS is an emerging business with exponential growth during and after the COVID-19 pandemic. Matitu investigated the marketing-related adaptation areas for sustainable business outcomes based on the customers' eating habits. This research indicated the kinds of food students routinely eat. The interrelationship of food delivery service quality, customers' eating habits, and patronage of food delivery services were indicated in this research. The apps are also a critical success factor of food delivery services. Matitu suggests that food delivery services firms have more innovations in preserving the health of their consumers while upgrading their services. Matitu also revealed some respondents' alarming poor eating habits that must be addressed more than the business needs of food delivery service providers.

Successful organizations are powered by highly engaged people and a strong workforce. Responsible leaders continuously look at workforce retention because they cannot achieve sustainability alone. In the final research article, Banaag selected respondents from the regular employees of four financial technology companies operating in the Philippines. The working environment and workforce retention strategies need appropriate attention and commitment to achieve desired workforce productivity. Banaag uncovered that workforce retention strategies have a significant effect on workforce productivity. The working environment has a direct effect on employee productivity. The mediation effect of the working environment on the impacts of workforce retention strategies on workforce productivity needs to be proven. Banaag further asserted that the common goal of businesses is to sustain productivity in an emerging market, maintain a sustainable workforce by revisiting policies, and cover the working environment and reward system.

In the book review section, Pasco reviews the book: *Doing Action Research in Your Organization*, 4e ed. by David Coghlan and Teresa Brannick, Sage 2014.

Please enjoy reading the research articles. We hope these will be meaningful and helpful for you. Please also share your feedback with us.

#### *Guest Editors*

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Dr Michael Pasco, San Beda University, Philippines ([mpasco@sanbeda.edu.ph](mailto:mpasco@sanbeda.edu.ph))

Dr Arhan Sthapit, Nepal Open University, Nepal ([arhansthapit@nou.edu.np](mailto:arhansthapit@nou.edu.np))