

From the Editors

Contemporary Areas of OB and HRM Research

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Business and management research in Pakistan has grown significantly during the last decade primarily because of enhanced research skills (linked with returning HEC scholars and local PhDs) and secondarily due to increased research awareness in the universities. However, we believe it would be safe to say that business and management research in Pakistan is still in its infancy stage. Although some Pakistani scholars are doing wonderful work and are publishing in top-tier international journals, and some in Pakistani journals. However, a vast majority are still finding it challenging to publish in high-quality and impact-factor journals, due to several reasons. Prof. Dr. Usman Raja's keynote speech at the international conference held at Lahore Business School beautifully presented some of the challenges faced by researchers in South Asia and highlighted the key paradigms of contribution to business research. This editorial builds upon the foundations laid by the earlier referred keynote speeches and tries to highlight (just as an example) some of the contemporary contribution areas in the field of OB and HRM, evident through the latest published research and call for papers of several international journals.

One such area is examining the role of HRM as a mitigating factor for controlling dysfunctional behaviors at the workplace (such as bullying, violence, harassment, etc.). This area highlights a lack of research regarding the role of HRM in controlling such bad and deviant behaviors in organizations despite several articles being published regarding these behaviors. The resulting questions from this topic can take several forms, such as the response of HRM towards violent behaviors at work or the role of HRM in minimizing such behaviors at the workplace. Another critical area we encountered while writing this editorial is the physical environment (PEW) of organizational behavior. This topic relates to the steps taken by several employers for using open-plan offices (OPOs), where the supporters of OPOs advocate advantages such as cost reduction, flexible work practices, collaboration, knowledge sharing etc. Whereas the opponents advocate the negatives such as distraction, noise, loss of identity and privacy, etc. Contemporary research in this area has yet to disentangle the paradox and contradictions inherent in the PEW, especially those associated with the OPOs. The resulting questions from this topic can take the form of such as what is the connection of PEW with creativity, collaboration, team interactivity, employee emotional well-being, etc. Another

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similar question might look at the most suitable leadership styles/behaviors in OPOs that are linked with employee well-being and productivity.

Another important aspect that most of us are missing is examining issues that are unique to the Pakistani context. These issues may limit the generalizability of western theories in our context. Below we highlight a few problems which need to be explored in future research. First, the impact of bribery and corruption on employees' psychological health is engaged in such acts. Despite explicit Islamic instruction, why do people indulge in such acts, and how do they rationalize such behaviors? Second, the envy literature talks about benign envy and malicious envy. However, we have "Rashk" and "Hassad" the two forms of envy in the Urdu language. How do these two forms equate to benign and malicious envy discussed in OB literature? Third, does organizational injustice leads to negative workplace behaviors when we have a lot of unemployment and poor economic conditions? Fourth, recently we have been experiencing brain drain in Pakistan, but at the same time, we see Pakistani professionals coming back to their home country; what motivates these individuals to come back to their home country? What are their key motivations? Fifth, we are a male-dominated society, and in such a society, what struggles a working woman has to make in balancing her home and office responsibilities?

The research areas in OB and HRM have seen significant expansion during the last two decades and cannot be covered in this limited space. However, other contemporary topics might include 'Accelerationism,' 'HRM and Innovation,' 'Decision making and Positive Heuristics', 'Top-Down Knowledge Hiding' etc. Readers interested in knowing more about these and earlier discussed research topics can consult the call for papers of *Personnel Review*, *Journal of Managerial Psychology*, *Journal of Organizational Change Management*, *Management Decision*, etc.