

EDITORIAL: Corporate fallacy and potentials in the VUCA-D society: Re-identifying the self inside-out the organizations

Dear readers!

A disturbing trend in contemporary society is represented by the decline of relational trust (Frederiksen, 2024), relational ability and the theatricalization of the self (Martin, 2013). These manifestations, often pathological, are reflected in every dimension in which the human being, constitutively social, carries out his functions. In fact, losing the typical features of a "social animal", interpersonal relationships would be difficult to explain, with the consequences on the private life level, as well as negative repercussions of the same type manifest in the persecutory attestation of one's actions through written and digital means at work (George & George, 2023). The compulsive tendency to send emails for anything (for example) and the fear of disconnection (Fioravanti et al., 2021), have decreed a drift such that we no longer talk to each other and the word expressed verbally is not enough. The madness for certification, not only of one's actions, to be accounted for, but above all of one's image represented by words and actions, become the stage of a theater with characters and not people. A sort of apology for the work and of the self is continuous, reiterated and cyclical. This is spreading and is unquestionably undermining from the foundations the concept of the self attributable to the other (Belk, 1989), in the exchange relationship, which no longer finds mutual support, but the need to protect oneself from the other. Therefore, if pathological protectionism is the canon and the unit of measurement with which the human being must relate today to what we name the VUCA-D society (volatility, uncertainty, complexity, ambiguity — digital), relational failure is now upon us. How can people and organizations function well and guarantee prosperity without a sustainable human relational condition? Among social institutions, such as organizations, a cold and aseptic climate now resonates, perhaps humans are no longer such, and potentially not because of machines, nor digital tools, but of the improper use of these tools that human himself has conveyed for mystification and pursuit of individual or group priorities (Bruland & Mowery, 2014). Here, a renewed dimension of (humanized) well-being (Modarelli, Todisco, et al., 2024a) is to be rediscovered precisely in organizations and in the interaction that human has and will necessarily have with machines. In an era of hyperconnection, communication has been reduced to a mere exchange of information, losing its emotional and human dimension. Social networks, far from promoting connection, often become stages for the mystification of the self, where individuals stage idealized and distorted representations of their own lives. This way of presenting the self is closely connected to the propensity to bring oneself into the workplace (Brockner & Wiesenfeld, 2016; Eustace, 2025). If the personal dimension is equally important, the work dimension, as an extension of the professionalized self, is not reflected in the truthfulness of relationships, increasingly fleeting and feeble, increasingly immediate, but intermediated. The social distance to which COVID-19 has bound us has increasingly become (by choice or adaptation) a construct and a habit. This phenomenon, definable as "social fallacy", leads to a disconnection from authentic emotional reality, fueling a sense of isolation and growing difficulty in interpersonal relationships (Qian & Jiang, 2022). The virtualization of interactions, although it offers new opportunities for collaboration, risks eroding cooperation and reciprocity, fundamental pillars of human communities (Feng et al., 2023; Modarelli, Todisco, et al., 2024b). Faced with these challenges, it is imperative to rethink the relationship between technology and humanity. Emerging technologies, artificial intelligence itself, if used wisely, can become a powerful tool to strengthen human connections and promote a new digital humanism (Modarelli, Todisco, et al., 2024b). But change must be guided (Cameron & Green, 2019), and oriented, because the invisible hand, in the diffusion of technologies, under the light of current developments, does not seem to find its right balance. Organizations will increasingly have to adopt governance models that place ethics and human well-being at the center of their strategies (Adekanmbi & Ukpere, 2022; Ferhani, 2025; Gavin & Gavin, 2023; Salin et al., 2024). It is necessary to rethink ourselves in the social dimension, the self in the mirror of the other, possibly a mirror that does not distort the real question about the self but promotes it in an integrated way beyond theatricalization. Encouraging cooperation, valuing diversity, aspiring to the SDGs models and drawing from the past, from the true and authentic human nature, can foster spaces in which self-awareness helps to connect with one's interiority, ensuring the possibility of showing oneself to the other. A path towards the future, in light of these factors, can be decreed by the net(work) organization as a functional model for sustainable human growth and valorization

The concept of "net(work) organization", rooted in ancestral social structures (Modarelli & Rainero, 2023), offers a promising model for the future from which to draw inspiration again. This form of organization, based on cooperation, reciprocity and sharing, can help us overcome the challenges of social isolation in hyperconnection, once again promoting trust in others. In other contributions we have focused on the "gaming society" (Modarelli, 2023), in which we live and in which organizations operate. One of the characteristics of the game, that of competition and cooperative stimulus for the challenge to the result is very useful to promote inclusion, a sense of belonging, group and a new humanization of reality (Modarelli et al., 2025; Modarelli, Rainero, et al., 2024). The simplicity inherent in human connection rather than digital connection, can be validly identified as the turning point for individual and organizational survival. On these issues, it is necessary to reflect and open the horizons of a new era in which human beings are not in conflict with themselves, with others, or with machines. The integrative balance of the personal, organizational, social and digital dimensions represent the key points for development.

In this issue of the journal, the themes of work, performance, self-efficacy, extreme digital transformation and sustainability dynamics are addressed transversally. In this sense, there is the need to provide a holistic vision of reality in light of the main topics of discussion addressed in the area of investigation about corporate governance and business strategy. The contributions worthy of this regard are reported below and briefly represented to provide the reader with a clear framework of reference on this special issue.

The contribution by *Ratna Handayati, Asri Laksmi Riani, Sinto Sunaryo, and Hidajat Hendarsjah*, investigates the context of Indonesian policies to reduce poverty. The study examines the impact of training and competence on job performance and the self-efficacy mediation of the effect between them. *Silvana Gashi, Ermira Qosja, and Denada Liça* study the hotel industry challenges under the increasing pressure to adopt sustainable practices in the Albanian area. *Keivan Simetgo, Apostolos N. Giovanis, and Dimitris Kallivokas* analyse the various roles of ChatGPT thanks to a systematic literature review. *Ranlan Yang and Lindrianasari* try to find how environmental, social, and governance (ESG) performance relates to financial performance, revealing that higher levels of ESG performance can enhance profitability. *Bashkim Bellaqa, Fejzula Beha, and Halil Bajrami* explore Kosovo context in terms of examining logical decision-making, intuitive decision-making, and business conversations in the selection of product distribution channels. *Misna Ariani, Dwindia Tamara, Tutik Yuliani, Wiwik Saraswati, Imam Arrywiwowo, and Dio Caesar Darma* deal with the role of leadership style, discipline and work environment on employee performance, specifically focusing on the companies operating in the maritime services industry sector located at Shorebase Tanjung Batu. *Reyner Pérez-Campdesuñer, Alexander Sánchez-Rodríguez, Gelmar García-Vidal, Rodobaldo Martínez-Vivar, and Margarita de Miguel-Guzmán* try to validate the existing relationship between individual, organizational and environmental variables, focusing the attention on centralization or decentralization levels. *Thi Phuong Dung Ha, Manh Dung Tran, Van Trong Phi, Thi Lan Anh Nguyen, Van Tu Truong, and Nguyen Thi Thanh Diep* focus on the impact level of corporate social responsibility on the performance of listed firms in Vietnam and in the emerging

countries is a case study. *Amjad Salem Younes Qwader* and *Sumia Akram AlSboul* outline the impact of digital transformation on enhancing financial inclusion in Jordanian commercial banks, evaluating the role of performance efficiency in terms of relationship mediator. *Nadia Abdelhamid Abdelmegeed Abdelwahed* and *Muhammad Sufyan Ramish* explore the role of green human resource management in enhancing operational performance and green culture. *Jose Elmer Incio Chavesta*, *Emma Verónica Ramos Farroñán*, *Marco Agustín Arbulú Ballesteros*, *Mirko Merino Núñez*, *Jannie Caroll Mendoza Zuta*, *Lynn Karin Mendoza Zuta*, *Juan Gerardo Flores Solis*, and *Moisés David Reyes-Pérez* analyse the challenges of contemporary social and sustainable enterprises in their quest to create economic, social and environmental value through a literature review. *Nhan Cam Tri* and *Tang My Sang* try to understand the impact of customer incivility on in-role and extra-role performance, under the mediating effect of work-family enrichment. *Mosie C. C. Molate*, *Collins C. Ngwakwe*, and *Kgobalale N. Motubatse* examine the impact of corporate innovation strategy on sales revenue during the COVID-19 pandemic. *Yida Yang*, *Azmawani Abd. Rahman*, *Khalina Abdan*, *Yuhanis Aziz Abdul*, and *Yanfeng Li* demonstrate the complex and dynamic landscape of supply chain management considering the role of organizational information processing theory in enhancing corporate and business decision-making. *I Nyoman Sunarta*, *Partiwi Dwi Astuti*, and *I Made Suidarma* present the Indonesian context, evaluating human capital moderating role and user satisfaction within the effect of information system utilization on business performance at rural banks in Bali. *Ahmed Mahdi Abdulkareem*, *Nahran Qasim Krmln*, *Firas Mohammed Daham*, *Suresh Vasani*, *Mustafa Abdalmunam Swadi*, and *Yousif Yaqoob Faris* assess four Indian paper manufacturing companies working capital considering that for companies with lower liquidity ratios to reassess their financial strategies, emphasizing the importance of tailored financial approaches to improve operational efficiency and sustainability in the investigation area. *Thuy Anh Dang*, *My Hanh Ho*, *Thi Thanh Hoa Nguyen*, and *Thi Kim Yen Pham* identify, in Vietnam context, the effects of various factors on the application of responsibility accounting. *Alexander Chizhov* and *Andriy Fesenko* observe web hosting companies proposing a hybrid solution, combining the benefits of cloud hosting and distributed architecture, in the way of reducing costs and enhancing service quality. Finally, *Runbang Song* investigates one of the main plans in China with the aim to expand the trade routes of China with the rest of the world. The study opens a window on the effect of this plan, considering the integration of trade for evaluating its impact on well-being of the South Asian nations.

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