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An apparent dualism between structure and agency, reification or voluntarism, is at the essence of what has exercised the minds of philosophers since the ancients (Rabinow, 2000). And whilst the philosophy of critical realism regards this as a non-duality, with structural and agential forces, in turn, informing and transforming the other, our own presupposition regarding personal values as a driver of CSR was congruent with this epistemological perspective. We have always regarded the impact of personal values as an operating mechanism which, despite structural pressures, is causally efficacious through judgemental rationality and reflexivity (Archer, 2000). Social change *is* possible, albeit tremendously difficult. Thus, in the context of CSR, this focus on individuals' actions could range from senior managers' influence over policy formulation to the opportunities which may be open to all staff for the exercise of discretion, despite their position in the organisational hierarchy.

Indeed, we both felt that personal values as a driver of CSR had largely been overlooked in the CSR literature, which has tended to emphasise the more obvious economic drivers of both governments and corporate reputation management. It cannot be a coincidence that both of us – at an earlier stage in our respective careers – were employed for a decade or more in industrial management. Perhaps this has inclined us to empathise with individuals and the situations which they face in corporate life, and encouraged us to address matters accordingly. This was certainly the case for the first author and as such, this paper represented an initial step in the articulation of an intellectual position regarding CSR which she has since developed further. As a consequence, she was awarded a Visiting Fellowship from the Nottingham University Business School, U.K. She has also recently accepted a nomination for a Fellowship of the Royal Society of Arts (FRSA). The second author, now at a late stage in his

career, was already widely published, including the authorship of a book on 'Management and Morality' (Maclagan, 1998) in which, although the primary focus is on individual action, questions of structure and agency are recognised (as noted by Pataki, 2000). He regards the success of this paper as vindication of his view, held for several decades, that the role of the individual should be emphasised more than is often the case in the literature on CSR.

And so we turn to the impact of *The Journal of Business Ethics*. With its broad coverage of the field, it is well positioned to address matters such as the complex relationship between individuals' values, judgements and corporate behaviour. As interest in the subject (not least in the pedagogical context) has grown, so the Journal has made a significant contribution, especially since 1998 when the annual number of articles published was increased. Indeed, this has provided a platform for more academics to present their work. Nevertheless, the impact of the JBE remains high with a factor of 1.125 according to the Thomson Reuters Journal Citation Reports (Web of Knowledge). This is a highly regarded measure of quality and we would support the Journal in its efforts to retain its reputation as a leading international journal in the field of business ethics.

## References

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