

Editorial

Dear Reader,

this edition of JEEMS is contains seven articles from different Central and East European countries, but also from Turkey. It focuses on various aspects of Human Resource Management, International Management, Innovation Management, Performance Management and Public Sector Management.

The first article by *Dario Miočević, Anita Talaja, and Nikša Alfiredić*, “Disentangling performance outcomes of a firm’s innovativeness: A resource-advantage perspective”, shows how buyer power and competitive rivalry, and competitor- and customer-focused positional advantages affect the relationship between Croatian industrial firms’ innovativeness and two performance outcomes: profitability and sales growth. Through that, the authors help to understand the nature of industrial firms’ innovativeness and identify some ways for achieving financial success.

The second article by *Irena Mikova, Lenka Komarkova, Pavel Pudil, and Vladimír Pribyl*, “HR Management and Perceived Effectiveness of Further Education and Training Methods of Millennial Employees in the Czech Republic”, focuses on how millennials perceive the effectiveness of various further education and training methods used at their workplace. It shows that organizations still use several methods – e-learning, lectures and working meetings – millennials perceive ineffective. Instead, they should use instructing, coaching and mentoring as these methods are perceived more effective.

The third article by *Malgorzata Jaworek, Włodzimierz Karaszewski, and Malgorzata Szalucka* “Ownership-Based Entry Mode Strategies and Limiting Factors of Foreign Direct Investment Undertaken by Polish Enterprises”, finds out how host country factors – limited access to resources and various barriers to running a business – affect Polish firms’ foreign investment activities: when they prefer establishing wholly owned subsidiaries and when joint ventures. It concludes that firms with limited access to materials, semi-finished products and new technologies, but also those that perceived corruption, high risks and extensive bureaucracy as considerable host country barriers, preferred establishing joint ventures.

The fourth article by *Colin C. Williams and Ioana Alexandra Horodnic*, “Tackling undeclared work in Central and East Europe: an evaluation of competing public sector management approaches”, explains how to prevent undeclared work: otherwise legal work from which taxes are not (correctly) paid. Based on survey results from six CEE countries, it suggests combining two approaches: 1) bureaucratic approach with hard-direct controls (increased penalties and active detection of such work) and 2) and post-bureaucratic approach with soft indirect controls (improving tax morale and creating horizontal trust).

The fifth article by *Fatih Çetin, Melisa Erdilek Karabay, İrge Şener and Meral Elçi*, “The effects of paternalistic leadership on task performance: Testing a moderated mediation model in Turkish organizations”, measures how paternalistic (parent-like) leadership affects task performance, and if other factors (psychological ownership, person-organization fit and organizational size) affect this relationship. It shows that paternalistic leadership – supporting employees and showing benevolence when they have problems – has a positive impact on task performance, but the relationship is weaker in larger organizations.

The sixth article by *Marta Juchnowicz, Boguslavas Gruževskis, and Hanna Kinowska*, “Does consistency of pay levels, knowledge of principles and perception of the superior affect the assessment of remuneration justice? – Evidence from Poland and Lithuania”, concentrates on three aspects of organizational justice: distributive (work relevance, equal pay, benefits), procedural (principles for determining specific salaries) and interactional (relationships between the manager and employees). It concludes that in different countries, employees assess remuneration justice somewhat differently but adequate remuneration for the performed work is a universal criterion.

The seventh article by *Katul Yousef*, “Implementing language mandates: English as lingua franca in a Hungarian multinational company”, finds out how introducing English as a common language in a Hungarian multinational (although it was not initially the headquarters’ or its subsidiaries’ language) affected power within the firm and which problems it caused. It shows that this decision led to losing some shared values and common goals; moreover, the headquarters’ control over its subsidiaries diminished due to some Hungarian managers’ and employees’ limited language skills compared to subsidiary managers’ skills.

As these seven articles demonstrate, managers have to take country- and firm-level differences but also employees’ expectations into account when they make decisions: if something works well in one country, firm or context, this does not guarantee that it will also work well in another. Hopefully, these articles will inspire more research on these topics.

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Member of the Editorial Committee