

## Editorial

Dear Readers,

This JEEMS issue includes four interesting articles referring to some theoretical and practical matters of management in Central and Eastern European Countries (CEEC). They contribute to the existing research output in the field and they influence its current state and the course of further study (Managing..., 2009). Two of the articles have been carefully chosen from all papers submitted and presented during 13th International Human Resource Management Conference held in Kraków in June (24-27) 2014 (Uncertainty..., 2014). The other two articles have been submitted directly to JEEMS editor's office and they refer to equally essential aspects of management such as leadership in cultural context and the problem of late payments.

The main subject of the first article by *Anna Rogozińska-Pawelczyk* are expectations of customer service workers towards their employers. On the basis of literature study, she discusses the importance of unwritten mutual expectations and responsibilities between the employee and the organisation constituting the psychological contract. Conducted empirical research made it possible to identify main expectations of the group and possibilities of their fulfilment in the workplace. The workers pay much attention to employment stability, good remuneration for performance as well as good social relations and nice atmosphere at work. Information included in the article enriches knowledge concerning psychological contract in the context of current challenges in HRM, and particularly in the banking sector in Poland.

The second article written by *M.J. Morley, A. Slavic, J. Poór and N. Berber* presents practices in trainings and personnel development and their impact on organisational performance in selected CEEC. On the basis of data obtained in international project Cranet (Cranet, 2011) the authors conducted a comparative analysis of trainings and personnel development in the above mentioned countries. The research outcomes indicate that companies operating on international markets apply a wider and more effective scope of training practices. The article contributes to the existing knowledge in the field of HRM, particularly trainings and development, and their impact on organisational performance by providing data on studies conducted in Central and Eastern Europe.

The authors of the next paper, *G.Pfajfar, M. Uhan, T. Fang, and T. Redek*, explore how proverbs are linked to certain leadership styles of Slovenian managers and how these styles are linked to situation, context and time. The authors use in their research the dynamic, holistic and dialectic Yin-Yang approach. In the theoretical part six main theoretical concepts of leadership are identified. In the empirical research conducted among Slovenian manager's dominant cultural features through proverbs were identified and connections

between proverbs and leadership styles established. The article matches other publications referring to leadership in general, and particularly in the countries of Central and Eastern Europe, which were addressed among others in some issues of JEEMS (JEEMS, 2013), (JEEMS, 2015).

In the last article *T. Šalamon, B. Milfelner, and J. Belak* try to explain the problem of late payments in Slovenia taking into account organisational culture, which undoubtedly contributes to the widening of knowledge concerning late payments. In their empirical research they use a multidimensional construct of ethical culture to examine the relationship between ethical culture and late payments. Three out of the six dimensions of ethical culture that were analysed have a statistically significant impact on payment discipline: sanctionability, feasibility and transparency. Research results and their literature based discussion make it possible to conclude that ethical organisational culture affects the occurrence of late payments phenomenon. Due to the multidimensional construct of ethical culture the impact should be studied regarding its particular dimensions.

The articles published in this JEEMS issue comprise different methodological approaches to studying selected current and significant problems concerning management in Central and Eastern Europe. They may constitute inspiration and starting point for further research and discussion.

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#### References:

- Cranet survey on comparative human resource management (2011), International executive report 2011, Cranfield-Network Cranet.
- JEEMS: (2013), Vol. 18, No. 4.
- JEEMS: (2015), Vol. 20, No 1.
- Managing Human Resources in Central and Eastern Europe (2009): edited by M.J.Morley, N.Heraty and S.Michailova, Routledge, London and New York.
- Uncertainty in a Flattening World: Challenges from IHRM (2014): Book of Abstracts, 13th International Human Resource Management Conference, 24-27 June 2014, Cracow, Poland.

In the latest **2015 Journal Citation Reports®** (Thomson Reuters, 2016) JEEMS received an impact factor of **0.576**. This is a considerable improvement compared to the last year. The Editorial Committee wishes to thank all authors, reviewers and friends of our journal who have contributed to this success and hope we can also count on you in the future!