

Dear Reader,

welcome to the summer edition of JEEMS in 2012! In this issue we have *four* articles and one research note dealing with different and important subjects, stemming from *three* countries (Slovenia, Slovakia and Serbia), with prevailing *one*, quantitative, methodology.

The first paper by *Anna Remišová* and *Zuzana Búčiová* (Comenius University Bratislava, Slovakia) deals with an important methodological issue, namely the measurement of corporate social responsibility. The contribution of this very thorough study is twofold. First, the authors present a new methodology in order to measure corporate social responsibility by drawing on an integrative concept and criticizing mono-dimensional, mainly US-based previous understandings of corporate social responsibility. Second, they also discuss some first empirical findings yielded with their method by demonstrating the extremely high value of an interactive dialog between researchers and participants.

The second study conducted by *Mateja Bodlaj* (University of Ljubljana, Slovenia) focuses on a provoking question: Are managerial perceptions regarding market orientation of the company contingent with the hierarchical position of managers? Using an innovative research method, the author shows that in Slovenian companies general managers tend to assess the market orientation of their firms more positively than do marketing managers. Those findings are of special interest as they imply some far-reaching methodological consequences for empirical undertakings in East European companies.

The third study by *Karmen Kern Pipan* (Metrology Institute of Republic Slovenia), *Boštjan Gomišček* and *Janez Mayer* (University of Maribor, Slovenia) is an explorative study about total quality management (TQM) practices in Slovenian companies. The authors compose their sample in an original way, as they observe only those companies that yielded Slovenian business excellence prize. Drawing on the new-institutional tradition, the authors explore institutionalized expectations regarding TQM in Slovenian companies and show that companies do benefit in financial as well as in non-financial terms if they comply with the institutionalized expectations.

The article by *Jelena Vukonjanski*, *Milan Nikolić*, *Olga Hadžić*, *Edit Tere* and *Milena Nedeljković* (University of Novi Sad, Serbia) is an interesting study that can be located in the area of organizational behaviour. The authors connect in their argumentation cultural, rather stable, issues with situational facets, such as individual job satisfaction and leader-member-exchange. The authors prove in their study the power of organizational culture dimensions in explaining job satisfaction of Serbian managers. The authors not only intensively explain their results, but are also drawing some very interesting and important practical implications regarding human resource management practices of Serbian firms.

Last but not least, in their research note, *Tanja Arh, Borka Jerman Blažič* and *Vlado Dimovski* (Jožef Stefan Institute, Ljubljana, Slovenia) investigate the impact of technology-enhanced learning on performance in Slovenian companies, in financial and non-financial terms. Based on quantitative methodology and on answers from 370 companies, the authors found that technology-enhanced learning and organizational learning strongly correlate. However, the relationship between technology-enhanced learning and organizational performance turns out not to be the easy one, as technology-enhanced learning have no correlations with financial performance of the companies and correlates negatively with non-financial performance indicators.

We wish you an inspiring reading and a refreshing summer-time!

*Irma Rybnikova*