

## Editorial

Dear reader

The second issue of JEEMS with NOMOS at the helm looks again quite promising. It includes a broad set of current topics in CEE management, such as future change management competencies, organisational socialisation of employees, the role of trust in the cross-border relations of SMEs, and CSR reporting in CEE firms as well as crises management orientations of managers, and control strategies of business groups. While there is a particular focus on the situation in central European countries like the Czech Republic, Slovakia, Poland and Slovenia, this issue also sheds light on the situation in Serbia, and, in a comparative perspective, the Baltic states, Croatia, Hungary, and Romania.

Our first article, from *Sonia Ferencikova & Jürgen Mühlbacher*, analyses differences between Austrian, Czech, and Slovakian managers regarding the perception of future change management competencies. Theoretically based on the self-affirmation theory, the authors used a questionnaire approach with a total sample of 482 managers from different hierarchical levels and industries. They reveal that Austrian top management and Slovakian upper management are particularly prone to not showing a strong willingness to change.

The second contribution leads us to Serbia. *Biljana Ratković Njegovan*, *Maja S. Vukadinović* and *Ljubica Dudak* look at the anticipatory phase of the process of organisational socialisation of employees. The authors focus on the behaviour of participants during the preparation for the job interview and during the interview itself. The sample consists of 66 employees from four SMEs, as well as 44 unemployed persons. The results of the research have shown that the participants from both groups assign great importance to the job interview, which requires a lot of emotional and cognitive effort, regardless of whether it will result in a job or not.

We continue our journey through CEE management problems in Slovenia. Not only larger but also small and medium sized firms in CEE countries are internationalising their business operations. *Mateja Bodlaj* analyses the cross-border relational exchange in 175 exporting SMEs. The study aims to examine the relationship between the flexibility-trust mechanism, psychic distance, satisfaction with export venture, and export economic performance. The data were analysed using structural equation modelling. The results indicate that flexibility-based trust can have a positive impact on satisfaction with export venture and export economic performance by mitigating the negative impact of psychic distance to the partner country.

Our last research article in this issue of JEEMS addresses sustainability reporting, a management practice which, nowadays, is widespread in larger firms in Western Europe and the US but seems to be lagging behind in CEE country

companies. Since the authors of the contribution, *Judith M. Pütter, Peter Horvath and their colleagues from 10 CEE countries*, assume that cultural and socio-economic factors may have an impact on reporting practices, they expect to observe differences between companies in Western Europe, represented by Germany and Austria, and CEE countries, as well as between the CEE countries. As a basis for their analysis, the authors compared the reporting practices of the 50 largest companies, according to turnover, from each country. The results of the study are quite interesting since the authors found neither a typical CEE pattern nor a striking difference to Austria and Germany. The penetration and form of sustainability reporting varies considerably in CEE countries and the German speaking countries. Moreover, they authors could not find any relation between economic development and civil society, and the extent of stand-alone reports, but observed instead an influence of globalisation and national culture. Finally, they call for more in-depth studies which include the country-specific stakeholder structures.

In addition to the research articles, the issue also includes two shorter research notes. The first is from *Mladen Pecujlija and colleagues*. The authors studied the managerial approaches to crisis management in Serbian companies using a sample of around 1000 managers. The focus is on companies' and managers' culture and mind sets which enable them to deal with crisis. The results suggest that the reactive and flexible cultures and mindsets of a company lead to more efficient and effective crisis management. The second contribution is authored by *Maria Aluchna*. She analysed characteristics of Polish business groups with respect to ownership structure and mechanisms for control leverage by controlling shareholders. The study used data from the 30 largest non-financial business groups listed on the Warsaw Stock Exchange. The results revealed different sizes and ownership structures of the business groups as well as differences in control strategies. The groups showed significant ownership concentration exerted mostly by foreign investors, while groups with state or domestic founders are characterised by strong vertical ownership linkages. The author assumes that from the perspective of the future development, business groups controlled by the state face the most severe ownership and control challenges.

All in all, this issue gives the reader a fascinating overview of recent CEE management problems across the region. Moreover, a detailed study of the single articles provides the reader with much in-depth knowledge about the situation in the country and topic under investigation.

Rainhart Lang

## Erratum

In the article "The Impact of Customer Retention Orientation and Brand Orientation on Customer Loyalty and Financial Performance in SMEs: Empirical Evidence from a Balkan Country" authored by Anita Ciunova-Shuleska, Nikolina Palamidovska-Sterjadovska, Christian Nedu Osakwe and Joseph Omotoso Ajayi (Volume 22, Issue 1, pp. 83-104) an outdated contact address was provided for the co-author Christian Nedu Osakwe. His correct contact address is: University of Pretoria's Gordon Institute of Business Science (GIBS Business School), South Africa. Email:osakwec@gibs.co.za

We apologise for this mistake!