

Editorial

Dear Reader,

this edition of JEEMS presents you with six articles and a research note. It contains data from different Central and East European countries, but also from other regions. Its focus is on different aspects of Virtual Team Management, Economic Policy Management, Entrepreneurial Resource Management, Human Resource Management, Digital Transformation Management, and International Management.

The first article by *Lucie Depoo* and *Jaroslava Hyrslova* shows how employer branding and work-life balance affect the commitment and performance of global virtual teams: outputs, delivery quality and communication efficiency. Based on survey data from 323 geographically diverse virtual managers, it shows that to achieve good performance, it is important to increase team member motivation and commitment. This can be achieved through clear communication of performance appraisal and career development opportunities. Moreover, positive employer branding was also found to play an important role.

The second article by *Mane Beglaryan*, *Anush Dramyan* and *Parandzem Sargsyan* focuses on the role of government aid and digitalization in supporting SMEs during the COVID-19 pandemic to maintain their financial health and cope with other challenges. Based on survey data from 452 Armenian SMEs, it demonstrates that while various measures—mostly, subsidies, tax breaks, loans, and grants—have been useful for maintaining SMEs' financial soundness, they have not helped firms to achieve wider digital adoption as the measures were not effective enough or their focus was elsewhere. As a result, the motivation of some SMEs to digitize decreased.

The third article by *Tin Horvatinović*, *Mihaela Mikić* and *Ivana Kovac* examines how two different decision-making approaches—causation and effectuation—manifested in resource management processes and affected business performance. Based on survey results from 236 Croatian firms that were operating in externally uncertain entrepreneurial conditions, they conclude that while effectuation as a creation resource management process positively mediates the relationship between the industry's competitive intensity and business performance, causation as a process of discovering resource management did not; moreover, industry characteristics did not have a significant direct effect on business performance.

In the fourth article, *Lena Grzesiak* explains the practices of harassment (bullying,) in the workplace that Polish internal auditors have experienced. Based on two focus group interviews with internal auditors and human resource managers and 30 individual in-depth interviews with internal auditors, it suggests that to reduce frequent verbal and non-verbal practices such as withholding vital infor-

mation, refusal to cooperate, unfounded criticism, ridicule, and malicious gossip, firms should increase the status of auditors' in their organization, strengthen anti-harassment policies, promote a culture of mutual respect and support, and educate employees so that they can understand the purposes of internal auditing.

The fifth article by *Andreea Cipriana Muntean, Carmen Adina Paștiu, Mălina Dărja, Silvia Maican, Sebastian Stepien, Jan Polcyn, and Iulian Bogdan Dobra* examines which factors affect Romanian small farms' market value. Based on data from 887 farms, it shows that several institutional, socio-economic, and marketing factors—including a higher education level, a larger number of household members, being closer to the nearest city, using multiple sales opportunities (markets, processing plants, direct sales by the roadside etc.) and receiving governmental payments, especially support for agri-environmental activities in less favoured areas—had a positive impact on the estimated market value of small farms'.

The sixth article by *Melinda Timea Fülop, Nicolae Măgdaș, Constantin Aurelian Ionescu and Dan Ioan Topor* focuses on the use of computer-assisted audit techniques (CAAT) in small and medium-sized audit companies and the risks of self-inflicted damage due to the use of digital environments. Based on interviews with 14 Romanian auditing specialists, it concludes that firms have tried to use different CAAT programmes. They selected programmes based on their financial affordability, employees' expertise and customers' needs. There was a risk of self-endangerment due to the use of digital environments during employees' free time due to a high workload and pressure to always be available.

The research note by *Aleksandra Wąsowska, Krzysztof Oblój and Dominik Kopiński* identifies motives and barriers to the internationalization of Polish companies' in Sub-Saharan Africa and their actions to overcome various challenges. Based on case studies of four firms, it emphasizes the importance of market-expansion motives. Barriers mostly emerged due to geographic, administrative, cultural and economic differences. To overcome these, firms acquired knowledge, but also focused on developing relational and entrepreneurial advantages, such as creating local ties and using flexible decision-making. Human and financial resources were also important.

As these seven studies show, managers should invest in digital transformation and improve the working environment of their organisations; they should also consider multiple external and internal factors when making decisions; otherwise, it may be difficult to improve business performance. Hopefully, these articles will inspire future research on these or similar topics.

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Member of the Editorial Committee