

Editorial

Dear readers,

The relationship between high-performance human resource practices and subjective career success is a classic research question that is both interesting and ambitious.

HR practices, presenteeism at work, previous management experiences, the grade of digitalization, cross-border consumer practices, well-being at work and leadership practices are all fascinating research topics.

There are various beliefs and methods that influence HR practices over time. And how do we define “performance” in relation to the different objectives of an organization? Undoubtedly, organizational commitment and „the mediating role of psychological capital“ play an important role in such a scenario. This interesting and ambitious article by *Berk Toyata, Meral Krzak, and Mehmet Cakar* illustrates the private sector situation in Turkey. The authors present some positive correlations, but they acknowledge that further variables can be important. Comparative research between different countries must follow.

The second article by *Fatma Yilmaz Kilickaya* is also set in Turkey. It is a very fruitful additional contribution to the first article because different performance levels certainly have effects on organizational attraction resp. employer branding and different performance ratios. Last but not least „presenteeism“ is an important issue.

The third article, by *Danijela Stošić Panić* focuses on Serbia. Business performance is discussed from the specific perspective of entrepreneurship, especially in relation to previous management experience. The research question represents two side of a coin: start-up entrepreneurship and intrapreneurship in big companies are more related and familiar than many people expect at first glance. Many arguments convincingly demonstrate that we have an interdependent relationship from two directions: previous management experience influences start-up ideas, and start-up projects influence innovation and creativity in „traditional“ companies.

The degree of digital transformation is also an indicator of performance. The authors *Melinda Timea Fülop, Constantin Aurelian Ionescu, Nicolae Magdas, Dan Ian Topor and Teodora Odett Breaz* focus on digital instruments in the fourth article, which concentrates on Romania. Future developments will show us to what extent modern digitalized instruments and tools, like AI, will improve performance levels especially concerning the time frame of data processing and problem-solving.

The following article by *Gerhard Wagner, Anne Fota and Hanna Schramm-Klein* also focuses on Romania, but it investigates consumers’ cross-border on-

line shopping intentions. In contrast to the more technology-based article before, several sociological and cultural attitudes are the most important variables for further research.

In addition, *Carmen Paunescu, Alexandra Ioana Onea, Elisabeta Mainar and Eniko Malyas* examine the relationship between well-being and behavior at work in a sample of Romanian respondents. There are undoubtedly many relationships not yet fully explored, although well-being can be very important for organizational performance.

In the last article, by *Jelena Jovanovic, Mladen Djric and Marina Ignjatovic*, which focuses on Serbia, leadership plays an important role as a success factor for organizational performance. Leadership practices are closely connected to HR practices. In this regard, this contribution builds an important cornerstone for this issue of JEEMS.

In conclusion, you can enjoy reading seven articles that cover three different countries: two about Turkey and Serbia each, and three about Romania. Performance is a fascinating issue, but the pull and push factors are very different, and the methodology for intercultural comparisons is often underdeveloped up to now.

Nevertheless, it is likely that new episodes are constantly emerging from more modes and myths, especially regarding performance and the function of Human Resource Management. Thus, this focus of research will remain classical, ambitious, and complex.

Enjoy!

*Dieter Wagner
Member of the Advisory Board*