

Editorial

25 years of JEEMS!

Dear readers,

It is my great pleasure to introduce the 25th volume of the Journal of East European Management Studies (JEEMS)!

A look back on the past quarter of a century evokes feelings of nostalgia and joy, an essence of pride but most of all immense gratitude. The history of this once small and widely neglected journal, as it was at the start of 1995, would not have been possible without the support and enthusiasm of so many colleagues and friends from all around the globe. It would be unfair to name only a few here so instead I would like to express my deep gratitude here to all of you for your support and for your contributions along the 25-year journey of JEEMS! I am very much looking forward to finding out what the future holds for our journal.

This issue includes a special kind of birthday gift from *Matevž Rašković* and *Davor Vuchkovski*. In their research note, they analyse the impact of JEEMS since its adoption to the SSCI index. They find that the strongest contributions JEEMS has made are to the general international business literature as well as to the literature on corporate social responsibility and on culture studies. Moreover, the authors also suggest some future research directions. Obviously, considerable work awaits us at JEEMS!

The first article of this issue, by *Maja Rožman*, *Sonja Treven*, and *Vesna Čančer*, deals with intergenerational synergies in Slovenian medium-sized and large companies. They show that promoting intergenerational synergy in companies does indeed have a statistically significant positive impact on the work engagement of older employees and that, accordingly, companies are well advised to undertake different measures in this regard, namely to eliminate discrimination against older employees, to promote intergenerational synergy, and to promote intergenerational understanding between young and older employees.

Similarly, *Ondřej Hradský* and *Tomáš Sadílek* focus on generation issues in the second article. They examine the work motivation of Generation Y members in the context of their family businesses and the extent to which this differs from the working expectations and motivations of Generation Y overall. Based on qualitative interviews conducted across different regions of the Czech Republic, the authors find evidence for the importance of a work-life balance, flexibility, the opportunity for career development, and the desire to continue one's family tradition for Generation Y members working in their parents' businesses.

Andrea Vuković, *Ljiljana Z. Miletić*, *Radmila Ćurčić*, *Milica Ničić*, and *Nenad Mitrović* explore the perceptions of corporate social responsibility (CSR) among Serbian employees by conducting extended questionnaire-based research. Their

results indicate that economic and legal forms are perceived as being more expressed than ethical and discretionary forms. Surprisingly, socialist experience did not significantly influence perception, regardless of companies' management and CSR forms.

In the fourth article, *John H. Humphreys, Dragan Loncar, Guclu Atinc, Mario Hayek and Milorad M. Novicevic* develop a framework of market and nonmarket strategies for transition economies with ongoing economic malaise. With a special focus on a regional ice cream producer from Serbia, they identify antecedents to socio-cultural demoralization, elaborate a reconstructed view of nonmarket strategy in a demoralized transition economy, and conceptualize an integrated alignment model for firms competing in those environments.

Serbia is also the focus of the article by *Jelena Rajković, Milan Nikolić, Dragan Ćoćkalo, Edit Terek Stojanović and Sanja Kovačić*. They pay particular attention to the entrepreneurial intentions of students in this country. National culture was found to have a positive influence on entrepreneurship in cases where young people want to overcome unfavourable circumstances in society and engage in entrepreneurship in order to become independent. In the case of a poor financial situation, it is a stable environment that encourages the launch of one's own business.

In the sixth article, *Marko Majer* addresses leaders' perception of their millennial employees in advertising agencies across Central and Eastern Europe. In a qualitative research setting, the author gained rich data to challenge popular stereotypes. Young individuals in advertising were found to be well informed and ambitious. Their work informs the lifestyle, and success seems to be manifested through social media rather than the display of material goods.

Finally, *Áron Perényi and Piotr Trąpczyński* explore and evaluate the speed and extent of changes in the organisational characteristics and firm growth of SMEs in Hungary. Their findings show that stagnant firms are not significantly different from those undergoing incremental changes. However, significant growth coincides with radical organisational changes.

I hope you will enjoy reading this first issue of the year!

Thomas Steger