

Editorial

Dear reader,

I would like to start with a personal note: This is the fourth issue of volume 26 of JEEMS. To be honest, I never imagined such a long run when we started the journal experiment dedicated to promoting scientific publications about East European management topics. But you, our reader, as well as our authors from now nearly all countries of Central and Eastern Europe, and from many other countries with a special interest in management issues in this region have proved the need for inside and outside perspectives with scientific information about developments in East European Management.

This issue again presents a broad scope of management topics like governance structure and diversity and its impacts on strategic information and internationalization, youth entrepreneurship, aspects of digitalization paternalistic leadership and organizational xenophobia, HRM and innovation exemplified in Polish, Serbian, Romanian, Turkish organizations, business as well as public ones. Moreover, comparative studies include German organizations as well as respondents from several countries from Southeast Europe like Croatia, Slovenia, Montenegro or North Macedonia.

We start with a contribution from *Justyna Światowiec-Szczepańska and Łukasz Małys* on board interlocks in five Polish firms as a means to receive strategic information from the respective corporate networks. In taking the specific structure of external board members in Poland, which are often distant from the industry of the firm, it becomes difficult to gain relevant strategic information. The main function of interlocking directorates was therefore found to be an instrument of control rather than diffusion of strategic information.

The second article looked at factors that may influence the intentions of the younger generation towards entrepreneurship and starting own business in Serbia. *Dejan Djordjevic, Dragan Cockalo, Srdjan Bogetic and Mihalj Bakator* present the results of ten years of research based on 5670 respondents amongst high school and university students. Contrary to the assumptions, the authors did not find a positive relationship between the attitude towards entrepreneurship and the intention to start their own business. Since other factors like family experiences, market awareness, or respective information did not gain support, the overall critical situation in the economy of the country as well as political and cultural climate seems to form a difficult and complex situation for entrepreneurial activities of the Youth, calling for further research.

Jelena Filipović and Maja Arslanagic-Kalajdzic have studied the drivers of e-newsletter engagement in academia in six countries of Southeast Europe, the former Yugoslavia, over a period of three years. The results show that digital content substance is significantly related to number of clicks on newsletter

content like calls for funding or scholarships, corruption, mentioned ministries or universities. The effect was found to be curvilinear for the number of news features and number of calls, but positive and linear for the stakeholder or keywords. Moreover, differences for the regions or countries were found with respect to users' response in terms of openness.

The next paper raises a topic that has become highly relevant in the last years: Xenophobia in organizations. *Olca Okun, Korhan Arun, and Sebahattin Kiliç* studied the impact of paternalistic leadership on foreign migrants in Turkish business organizations. The study is based on survey data from 395 Syrian employees. Research findings show that paternalistic leadership significantly decreases personal or individual fears; however, on the other hand, it increases political and cultural fears towards "others" in organizations. General living conditions seems to have a positive effect on the relationship between leadership and reducing fear.

The contribution of *Rosana Stan and Delia Virgă* focuses on changes through new generations of teachers in public schools in Romania and specifically on the relationship between job resources and organizational commitment. The study is based on a sample of 301 teachers, belonging to generation X and to Millennials. It found that generational belonging significantly moderated the relationship between colleagues' support and their normative commitment, as well as between job autonomy and continuance commitment. These results can be seen as reflecting motivational differences between Millennials and Generation X, which calls for a differentiated HR policy in schools.

Anja Küpper and Tobias Dauth based their research about gender diversity in the Top management of firms in Germany and Poland on institutional theory. The sample includes top management team members of the largest stock listed firms in Germany and Poland: 60 firms and 852 individuals from 2019. The authors reveal a clear influence of the national institutional systems in both countries on the board representation of non-natives and women on corporate boards and the international orientation of board members. Germany's top managers in particular were found to have become increasingly internationally diverse and have increasing gender diversification compared to Poland.

In the final article of the issue, *Lejla Turulja and Elma Delalic* analyze the relationship between HRM activities, organizational identification, knowledge sharing, innovative behavior, and job performance. Based on a survey with 304 employees mainly from the service sector and the IT branch in Southeast European countries, the authors found a special configuration of successful HR activities, where particularly selective recruiting, participation in decision-making, and rewarding contribute to employees' organizational identification, and with a simultaneous impact of the critical capabilities on job performance.

All in all, this issue presents an interesting collection of articles on relevant problems of CEE organizations and management. I hope, you will enjoy reading it.

Rainhart Lang
Member of the Editorial Committee

In the latest **2021 Journal Citation Reports** (2020 Web of Science Data) JEEMS received an impact factor of **0.821** (5-year impact factor: 1,016). Both figures show a slight increase compared to the previous year. The Editorial Committee wishes to thank all authors, reviewers and friends of our journal who have contributed to this success and hope we can also count on you in the future!