

Editorial

Dear reader,

the new issue of JEEMS is representative of the central focus of research on CEE countries of recent years¹ in that it addresses topics such as internationalization, FDI, organizational change, innovation and learning processes, communication and leadership in countries like Russia, Poland, Slovenia, Serbia, and Turkey. Moreover, the articles use quantitative hypothesis-testing approaches to gain insights into the topics of research. This may sound like “business as usual,” but contrary to the mainstream work in the field, this collection of articles also sheds light on widely neglected aspects of topics in CEE research like gender, organizational politics, empowerment, and the role of employees in analyzed processes of change, innovation, learning, communication or leading.

In the first article, *Deniz Dirik* and *İnan Eryılmaz* highlight the role of followers’ perception of organizational politics as a moderator between power sources and organizational outcomes like job satisfaction and contextual performance. They base their work on a quantitative study of 380 white collars workers in Turkey.

The second article looks at satisfaction with managers’ use of communication channels, and its effect on employee-organization relationships. *Karmen Erjavec*, *Olja Arsenijević*, and *Jasmina Starc* use a web survey of 205 employees from Slovenia and Serbia to show that top managers most commonly use face-to-face communication, while middle managers focus more frequently on e-mails and telephone calls. Finally, frontline managers communicate via face-to-face communication and telephone calls. The authors also found differences for the countries as well as different expectations and evaluations of the practices by the employees.

Susana Costa e Silva, *Raquel Meneses*, and *Joanna Radomska* present case studies of Portuguese firms that have internationalized to Poland. Their focus was on factors that lead to the selection of a specific country as an international location for foreign investment. Taking a holistic perspective, the authors discover different rationales behind the market selection. The study points to market characteristics when firms intentionally seek a foreign market to enter, but these are seen as less important when firms perceive rising business opportunities, already have relationships to firms in the target market, or display mimetic behavior for cost and risk reduction.

Poland again is the target country of the fourth contribution. *Paweł Ziemiański*’ study on family business experience as an explanation for the probability of start-

1 See Steger, Lang & Rybnikova (2017): Management in CEE Countries between 1996 and 2016 - Enduring and Emerging Issues. In: Journal of East European Management Studies, 22 (Special Issue), pp. 7-10.

ing a venture analyses the differences between men and women in reaction to their working experience in a family member's business. The basis of this quantitative study is a sample of 334 Polish undergraduate students. Interestingly, the results showed a lower amount of women becoming an entrepreneur among those females with experience gained in a family member's business. This constellation seems to reproduce the gender gap in Polish entrepreneurship.

Liubov Ermolaeva, Joan Freixanet, and Andrei Panibratov, the authors of the fifth article, analyze the relationship between the absorptive capacity of a firm, firm internationalization, and the innovation output using a structural equation model with data from 135 Russian firms. The results confirmed that firms need to gain experience abroad through international activities, in order to develop their absorptive capacity. This would even enhance their innovativeness for radical innovations.

Innovation is also the focus of the sixth article. *Roman Kmiecik, Anna Michna, and Carsten Felden* investigate the relationships between information technology capability, employee empowerment, innovativeness, and firm performance by comparing results from German firms with previous study results from Polish firms using the same questionnaire. Although the factors that influence innovation activity are similar in both countries, the authors found significant differences for factors influencing firm performance. While the Polish sample showed a strong impact of factors like investments in innovation, innovation activities, or IT knowledge on subjective performance measures, the German study pointed beyond innovation activities to the influence of cultural factors like innovation climate and the climate of employee empowerment.

Finally, the last article of this JEEMS issue from *Ana Jovičić Vuković, Snježana Gagić, Aleksandra Terzić, Marko D. Petrović, and Milan Radovanović* place emphasis on another aspect of change and innovation: organizational learning. The empirical analysis focuses on the influence of several aspects of organizational learning on different types of innovation. The study in the Serbian Hotel Industry is based on a sample consisting of 512 employees in 57 hotels in Serbia. The sample differentiates the overall group of employees according to their educational and organizational hierarchical level, and the hotels with respect to the hotel category. The authors found differences in learning and organization for the hotel categories, and for hierarchical levels. A shared vision in a firm particularly seems to foster learning and all types of innovation.

All in all, the new issue of JEEMS offers a broad range of interesting topics and results on management and management change in CEE countries. I enjoyed reading it, and hope you will also find a lot of new and challenging results for your work.

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