

Editorial

Dear readers,

The world has recently been shaken up by the “Paradise Papers” and the ensuing discussions about the legal, but not necessarily legitimate taxation practices of global companies and celebrities, resulting in massively reduced tax revenues. The European Union remains unable to overcome the phase of great frictions and struggles for unity and solidarity. But it’s business as usual here at JEEMS as we publish academic papers on management topics from CEE countries, without explicitly referring to the current societal and political upheavals in the EU—at least at first glance.

The final issue of JEEMS for 2017 includes seven papers dealing with managerial issues in six different Eastern European countries, with the South-Eastern region and the Balkan countries dominating geographically.

The first paper, by *Edit Terek*, on ethical leadership in Serbia empirically analyses the effects ethical leadership can have on employees and organizations. The study is based on a questionnaire for middle managers from mainly successful Serbian organizations who evaluated the ethical leadership of top managers. The results show that ethical leadership leads to higher job satisfaction and organizational commitment. However, this relationship is moderated by the quality of leader-member exchange (LMX) and confidence in the actions of management. It appears that a high quality of leader-member exchange as well as confidence in the actions of management renders the ethical leadership less important for individual attitudes, whereas low LMX leads to a lower tolerance of unethical behaviour by a leader.

In their contribution, *Ljiljana Božić* and *Valerija Botrić* consider what motivates Croatian entrepreneurs for ecological innovations. The authors consider eco-innovations as novel products or methods reducing the negative impact on the environment, and look explicitly at drivers of these kinds of innovations. The motivating aspects considered are differentiated into those having an impact on the development of eco-innovations and, later, on their production and consumption. Drawing on a community innovation survey from 2008 in Croatia and a sample of 1,621 innovative firms, the authors show that there is a bundle of motives leading to eco-innovations, the most important being exposure to foreign markets and existing or future regulations or taxes. This shows the high importance of policy strategies and norms for innovative behaviour in the ecological sector.

Danijela Stošić-Panić raises one of the neglected issues in managerial research from CEE-countries: the gender question. The author deals with the differences in human capital between female entrepreneurs and their male counterparts in

Serbia. The study shows that there are still significant differences between male and female entrepreneurs in terms of the field of education and the existence of management or ownership experience. Although both groups now show statistical differences in educational level, significantly fewer female entrepreneurs have previous management or entrepreneurial experience compared to their male colleagues. The results thus indicate that male entrepreneurs are still better equipped with human capital than female entrepreneurs, at least in terms of previous managerial and entrepreneurial experience.

In their paper, *Jana Žnidaršic, Matej Cerne, and Dunja Bošnjak* deal with the relationship between the perceived effectiveness of public organizations and citizens' trust in them, and whether this relationship is moderated by public relations. The authors compare Bosnia and Herzegovina and Slovenia. By triangulating qualitative (online interviews) and quantitative (online questionnaires) data, the authors gather results which show the average level of perceived effectiveness and trust in public organizations is quite low, especially in Bosnia and Herzegovina. Both indicators are highly correlated, and the relationship is only partially mediated by public relations. The authors consider this fact to be an indication that the perception of public organizations in both countries is not solely framed by public relations.

In their study, *Carlos Jardon and Maria Molodchik* examine the role of intangible resources, in particular human, structural and relational capital, for Russian firms in the internationalisation process. Using an internationalisation index developed for the study, the authors analyse data from more than 2,000 firms in the manufacturing industry in Russia. The results reveal, first, a low level of internationalisation amongst Russian firms; second, a high correspondence between the diversity of the intangible resources and the higher phases of internationalization; and third, the high importance of relational capital for all phases of internationalisation whereas human capital is only of pivotal importance in the early stages.

Igor Ivaškovic, Tomaž Cater and Barbara Cater turn to yet another rather under-researched topic, especially in the context of CEE countries. The authors tackle the role of stakeholders, especially local municipalities, for strategic processes in non-profit basketball clubs. Against the background of the strong impact of state authorities on sport clubs in the socialist regime, the authors ascertain stakeholders' constellations in current sport clubs. The study relies on structural equation modelling of data stemming from 73 interviews with presidents of clubs in four Eastern European countries, namely in Bosnia and Herzegovina, Croatia, Serbia and Slovenia. It appears that basketball clubs on which local municipalities exercise high influence —mainly lower-division clubs—are less successful in terms of sporting results as well as financial indications, which can be understood to be a result of a different strategic focus from top quality clubs regarding the

growth, sporting and financial performance, the risk, and local community orientation.

Hana Urbancová and *Martina Fejfarová* contribute to the current discussion on an individualized mode of human resource management for specific groups of employees by providing a study on how age management is implemented in organizations from the Czech Republic. Given the fact that the full retirement age is increasing in most European countries, their research question is of high importance—not only for organizations from CEE countries. The results, which are based on quantitative data from an online survey, reveal that the majority of the organizations studied in the Czech Republic do not employ age management. The size of an organization, its branch, and the number of employees above 50 years turn out to be the most relevant drivers for age management programs.

A second glance at the papers reveals that this JEEMS issue does indeed refer strongly to current social and political upheavals in the EU and world-wide. Several contributions deal explicitly with strategies, legitimacy, and ethics in an organizational context—issues which are at the core of the “Paradise Papers” discussion. Relevant ecological and demographical challenges for societies, like gender and age, are the focus of three contributions. Hence, maybe business as usual at JEEMS is not all that far removed from current relevant public debates as it may seem.

I hope this JEEMS issue makes for thought-provoking reading.

Irma Rybníkova