

## Editorial

Dear readers,

We hope that all is well with you and you have had a good summer break. In this issue we have an eclectic range of papers that cover different themes, disciplines, countries, research projects and methods.

The first paper, by *T. Dolgopyalova, A. Libman and A. Yaklev*, reports on a research project that looks the issue of empowering the subsidiary boards of conglomerates in emerging markets. In this case, the research is based upon a very detailed study that took place in a large Russian organisation, AFK Sistema. The authors used semi-structured interviews and archival research in their research design. The authors argue that empowering subsidiary boards can improve corporate governance practices and standards and also organisational communication and co-ordination.

The second paper, by *E. Rabenu, A. Tziner, L. Oren, G. Sharoni and C. Vasiliu*, explores the relationship between HRM and organisational innovation via the concept of HRM Strength. The paper is based upon empirical research conducted in Romania and involved a large sample of 323 managers across a range of industrial companies who completed questionnaires. Amongst other findings, the authors note that Romanian leadership tends to an autocratic style and that Romanian organisations are still undergoing a cultural transition that involves learning new management practices and procedures.

The next paper, by *S. Alpaslan Danisman*, is very different in focus. The author has conducted a comparative study of how managers and entrepreneurs self-describe themselves. The research setting is Turkey and the author has a sample of 44 managers and 50 entrepreneurs. The paper reviews the distinction between managers and entrepreneurs and the author finds that in her research study managers are more inclined to describe themselves with context related statements in contrast to entrepreneurs who are much more inclined to describe themselves by utilising personal traits.

The fourth paper, by *P. Pirozek, L. Komarkova and A. Safrava Drasilova* looks at business ethics in the subsidiaries of multi-national companies (MNCs) operating in the Czech Republic. This is an under-researched area in post-communist CEE countries. The empirical basis involved 335 subsidiaries with corporate head-quarters in a range of countries including Germany, the USA, the UK, and Austria. The authors used a questionnaire survey followed by interviews to generate their data. The authors find that over two-thirds of the subsidiaries have a code of ethics and that the introduction of a code is related to the national culture of the MNC's head office.

The following paper, by *A. Rogozińska-Pawełczyk*, takes as its focus the psychological contract and how this is verbalised between employees and employers. The research setting is Poland and she has a sample based on two surveys of 178 representatives of large and medium sized companies and with 800 of their employees. The author finds that power distance, differences in communication openness and sense of participation in organisational decisions are important factors and that employers and employees need to discuss their mutual expectations of the employment relationship and psychological contract.

The sixth paper, by *R. J. Ristino and J. M. Michalak*, takes an in-depth look at employees' perceptions of organisational culture on their attitudes and behaviour. The authors use Schein's three level model of organisational culture (1983) as the basis and framework for their paper. The study uses a phenomenological organisational research paradigm and the authors have a sample group of 20 respondents who are full-time employees in Eastern European companies. The authors found that the cultural dimensions of organisational practices, organisational values and fundamental beliefs were the most influential dimensions in changing respondents' behaviour.

The seventh paper, by *M. Klindžić, N. Poloski Vokić and T. Hernaus*, is based upon research conducted in Croatia; one of the newest post-transition countries to join the European Union. The authors use surveys, including surveys from CRANET to investigate changes in HRM over a three year period. They find that although some Croatian companies are practicing "Personnel Management", the driving forces for change in HRM practices in this under-researched context include effects from global financial crisis, changes in HRM philosophy and also membership of the European Union.

The papers in this edition of JEEMS represent a range of methodological approaches and explore important and highly topical themes for management and organisation researchers who are interested in the processes of transformation in Central and Eastern Europe. We hope that you enjoy the edition.

With best wishes

Anna Soulsby