

Editorial

Dear reader,

This issue of JEEMS offers a broad spectrum of new research results about CEE management, with a specific focus on cross-cultural comparative management of management behavior, leadership, and entrepreneurship. The situation in different countries of Central and Eastern Europe is addressed by the authors. The research approaches range from large quantitative survey studies, and interview analysis to in-depth research using content analysis of various documents.

In the first contribution, *Marija Runic Ristic, Nikolina Ljepava, Tahir Masood Qureshi, and Asli Cazorla Milla* analyze the cultural influence on the conflict management of German and Serbian managers in MNCs in Serbia. In addition to previous studies which are mainly based on the individualism vs. collectivism dimension of culture, the authors also include differences in power distance. The survey study with data from 205 German and 214 Serbian managers working in German multinationals in Serbia revealed the use of different conflict management styles between the two groups of managers, as well as an influence of status and gender of the conflict partners.

Cross-cultural management in a multinational company is also the focus of *Katul Yousef's* analysis. Using content analysis of the company documents and websites of a Hungarian multinational corporation, the author undertakes a more in-depth analysis of the phenomena of multiculturalism and its specific meaning in Central-East European countries.

A cross-country approach is used by *Alin Marius Andrieș, Seyed Mehdian, and Ovidiu Stoica* to investigate the influence of gender diversity on bank performance, riskiness, and stability of the organizations from Central and Eastern European countries. The analysis of 156 banks from CEE countries during 2005–2012 showed a positive influence of female managers in the boards on profitability, (lower) credit losses, and a higher level of bank stability during the financial crisis of 2008–2009. In addition, a mediating influence of the regulatory framework of the host-country was found.

The next paper is about the influence of paternalistic leadership on non-financial organizational performance within the cultural context of Turkish organizations. *Korhan Arun, Cem Şen, and Olcay Okun* found a direct impact of paternalistic leadership on performance. Especially the dimension of exploitative paternalism showed a positive effect, while the involvement of the leader as a parent (benevolent paternalism) decreases organizational performance in the Turkish context. Moreover, contrary to assumptions of the literature on paternalistic leadership, the authors did not find the hypnotized influence of the tightness-looseness of the organizational culture.

Shifting over to entrepreneurship, the article by *Alba Kruja (Demneri)* sheds light on entrepreneurial orientations of actors in Albanian agribusinesses. Based on face-to-face interviews, the author showed that especially collaboration among industry-government-academia is seen as essential for the development, sustainability and prosperity of the agribusiness sector.

The orientations of entrepreneurs are also the focus of the next contribution. *Blaž Frešer, Karin Širec, and Polona Tominc* emphasize the relation between early-stage entrepreneurs' age and their international orientation in six countries of the Balkan region, thereby addressing the increasing globalization and an ageing population. In line with the previous paper about Albania, the results also underline the importance of institutional frameworks in the countries.

Finally, *Anna Rogozińska-Pawelczyk*'s article focuses on the influence of high-performance HRM systems on employee performance in Polish organizations. In her analysis, the author particularly underlines the mediating role of the fulfillment of the psychological contract.

Summing up, this JEEMS issue provides again a cornucopia of multifaceted and interesting new knowledge about CEE management. I hope you enjoy reading it.

Rainhart Lang