

Editorial

Dear Readers,

You hold in your hands a volume of high-quality studies of very important and exciting topics.

It is a distinctive pleasure to present in this edition high-quality articles not only from Central East European countries, but also from Albania and Turkey. The topics are quite diverse: they range from the questions of governance to organizational behaviour and leadership. In particular it should be noted that all papers have been elaborated in their appropriate contexts (i.e. macro economical, national cultural etc.).

We kick-start this volume with a very topical subject. Telecommunication is one of the harshest and most challenging fields in customer service, as all involved parties (i.e. customer, call-centre, developer, management etc.) are faced with unforeseen professional (technical) and interpersonal situations within strict timeframes during the process. The study undertaken by *Petar Gidaković* and *Barbara Čater* examines the outcomes of service recovery via four dimensions and emphasizes the importance of communication and the notion of 'justice served', which might just prove to be a key customer retention tool. By the end of the study, the readers, having been immersed in this new approach, may even have a better understanding of what is behind the assertion that the 'customer is always right'.

The second article, by *Jiří Balcar*, focuses on the importance of the soft and non-cognitive skills of employees, a widely known topic with a rich research history. Holistically speaking, person and personality are not divisible: whether we are assessing the values of a candidate or employee or whether we want to develop our own capabilities to experience smoother progress in the future, we possess a well-formulated picture of what qualities are worth focusing on from the individual's point of view. At the same time, we also have more or less an idea of what qualities are preferred in the case of a profession. The authors have chosen a special industrial segment as the subject of their investigation. We do not have specific expectations about the necessary soft skills for technicians in the Czech Republic. However, if we analyse this issue at a special economic situation in space and time, we may also be able to reach unexpected conclusions. The analysis of beauty as an attribute beyond skills is also a refreshing view in the research. What is the weight of this mundane approach? The article also answers this question.

The article by *Lea Kubičková* and *Barbora Chuda* focuses on the key success factors of an engineering company. These are adaptable and not only relevant for the Czech Republic, but also for companies with similar profiles in the whole region. The study does very well by not using common success factors that are

applicable in any industry, but examines, rather, factors specific to Czech companies which are competitive internationally. A key value of the work is the comparison of the research results with the international benchmark. The research methodology is adequate for the topic, and literature sources are consistent with the authors' expertise on the subject.

The article by *Mateja Lorber*, *Sonja Treven* and *Damijan Mumel* guides us into an unusual industry. They examine the relations between workplace factors and the well-being of employees in nursing by using a wide repertoire of mathematical statistics and qualitative methodology in a very representative strategic pattern. This can also be seen as a 'triangulation' research approach. The correct selection of methodology and empirical basis has correctly supported the results. What is perhaps not surprising is that well-being depends primarily on human and so-called soft factors. In this respect, we must, of course, refer to today's trends, so 'there is nothing harder than soft'. The article's basis of professional literature validates the research results.

The fifth paper, titled *Gold Mining Stakeholders: Diversity and Influence – Roşia Montană Case Study*, is the work of *Adela Deaconu* and *Crina Ioana Filip*. The authors chose a rather turbulent topic which is often the subject of political debate. Since antiquity and the Middle Ages, Romania has been a leader in gold mining in Europe. If we can believe geologists, the stock in the depths of the earth is about 6,000 tons of gold. This is an amazing natural treasure. It is not easy to carry out objective research in such cases, so that even nationality, environmental and other aspects play a big role. For the research, it proved particularly helpful to set up the stakeholder model, identifying about 7 groups. The bibliography and methodological approach provided a solid basis for the work. The authors might want to think about what would happen if a Romanian company went to Canada to mine gold on possibly environmentally-protected grounds.

Özgür Atılğan's article, *Family Business Institutionalisation: Impact On Financial Performance In An Emerging Economy*, is particularly interesting because on the one hand, family businesses have a long tradition in Turkish society and economy, and on the other hand, some sectors are also in the ring internationally. The author examines 150 companies longitudinally between 2011 and 2015. The data on the stock exchange are primarily of a financial nature, and from this breakdown, the comparative analysis of ROE and ROA and ROS is very instructive for the companies concerned. It should be noted, however, that the author conducted his research in the right context, considering corporate governance solutions.

Remzi Keco, *Ilir Tomorri*, *Shpresim Domi* and *Ilir Kapaj* from Tirana publish a very interesting research note titled 'Do universities' curricula comply with the firms' demand for employee competence? A case study of Albania', which ex-

amines the agro-business sector of Albania. They raise an interesting question that can otherwise be raised anywhere in the world about the relationship between the outcome of university training, the curriculum, and the competencies of employees (including managers) expected in practice. Examining this issue in the agricultural sector is also important because the weight of the sector is significant in Albania but this is also the case in other countries in the region and in other parts of Europe. The literature review and the research methodology also support the results. Now the only question is what can university lecturers do?

Miklós Dobák

Member of the Advisory Board