

## Editorial

Dear Reader,

this edition of JEEMS consists of seven articles. It contains data from different Central and East European countries, but also from some other former communist countries and Southeast European countries and regions. It focuses on various aspects of International Management, Human Resource Management, Performance Management, Family Business Management, Political Network Management, and Knowledge Management.

The first article “The drivers of market orientation and its impact on export performance of Serbian firms” by *Katarina Njegić, Vesna Milanović, and Biljana Stankov* shows how market orientation affects 75 medium-sized and 46 large Serbian firms’ export performance and which factors drive market orientation. It indicates that competitive intensity and relational resources affect market orientation positively and that market orientation has a direct positive impact on Serbian firms’ export performance.

The second article “The impact of ethical climate and the LMX relationship on nurses’ burnout in hospitals in Serbia” by *Katarina Zorić, Milan Nikolić, Nemanja Berber, Edit Terek, Dobrivoje Martinov, and Branislava Brestovački Svitlica* focuses on the impacts of various dimensions of leader–member exchange (LMX) relationships and ethical climate on Serbian nurses’ burnout. Based on data from 23 hospitals, it demonstrates that it is possible to reduce burnout with a favourable ethical climate and positive LMX relationships.

The third article “Moderately developed employee performance appraisal systems in Hungarian hospitals” by *Norbert Zétény Sárka and Richard Kasa*, examines how performance management is organized and employees’ performance is appraised in 31 Hungarian state-run hospitals. It concludes that while these hospitals use different methods to measure employees’ work performance, there is still considerable room for improvement both in terms of using additional appraisal techniques and involving more interest groups: for instance, co-workers and patients.

The fourth article “Knowing me, knowing you: a study of the types of knowledge transferred during the succession process in intra-family takeover of family businesses in Hungary” by *Ágnes Mosolygó-Kiss, Balázs Heidrich, and Nicholas Chandler* explains which knowledge types affect successors’ readiness to take over Hungarian family businesses. Based on 22 interviews conducted in seven family firms, it suggests that in addition to learning from the founders, it is also necessary to gain experience from other local or foreign companies, and to obtain managerial education.

The fifth article “Political instability, resources, and political networking of firms in transition economies” by *Yang Chun, Pan Yini, and Ma Yuan* studies how political instability and having specific resources affect firms’ tendency to invest in political networking. Based on data from 24,959 firms from 27 transition countries, it shows that in unstable political environments, innovative and experienced firms with limited financial capital are more motivated to invest in their political networks.

The sixth article “Understanding the relation between HR practices and pull approach to knowledge sharing: case study” by *Aleksandra Rudawska and Katarzyna Gadomska-Lila* concentrates on the role of human resource practices in enhancing knowledge sharing: seeking and sharing knowledge. Based on observations, documents and 15 interviews conducted in a Polish case company, it concludes that knowledge sharing motivations and practices can vary considerably and that managers can enhance employees’ motivation to participate in knowledge exchange.

The final article “Drivers for the internationalization of nascent entrepreneurs and new business owners in Southeast European countries”, by *Bojan Leković, Renata Amidžić, Dragan Vojinović, and Maja Ivanović-Đukić*, identifies internationalisation drivers of new business owners and nascent entrepreneurs. Based on a sample of 4,066 international entrepreneurs from seven Southeast European countries, it emphasizes the importance of motivation, opportunity, innovation and new technology in addition to several environmental factors.

As these seven articles demonstrate, managers have to take a large number of internal and external factors into account when they make decisions; otherwise, they may not be able to achieve the desired performance. I hope that these articles will inspire more research on these or similar topics.

*Tiia Vissak*  
*Member of the Editorial Committee*