

Editorial

Dear Reader,

We are living in a time of conflicts and tensions, in and between societies, between individuals, between societies and between society and nature. It seems that innovative solutions, even within organisations, are becoming more important than ever. This new issue of JEEMS addresses different aspects of innovations. And, more interestingly, the focus is on cultural and human factors as well as organisational frameworks and conditions for organisational innovation, with a focus on Central European countries such as the Czech Republic, Poland, Hungary and Slovenia, and Serbia.

The first contribution, from *Jiri Dvorak and Lenka Komarkova*, provides a socio-cultural framework for organisational action by exploring the influence of demographic characteristics on the homogeneity of national culture in CEE countries. Based on the concept of national culture from Hofstede as well as on survey data for the Czech Republic, the authors show that age and education influence the homogeneity of cultural dimensions. As a result, the younger generation of Czech employees expects to be less distanced from their superiors, accepts more decentralisation and rejects status symbols.

The second article, in which *Sylva Žáková Talpová* analyses the situation in subsidiaries in the Czech Republic, focuses on organisational aspects such as structural autonomy and decision-making. The author focuses on the existence, influence and the role of regional headquarters, and their impact on the relation between centralisation and decision autonomy in subsidiaries of multinational firms. Although regional headquarters exist in around half of the analysed subsidiaries, their influence in decision making varies.

Beyond structural issues, job satisfaction has emerged as an important factor in CEE countries' transition to developed, knowledge-based economies. *Anna Rogozińska-Pawelczyk and Joanna Olbryś* have analysed the central factors influencing job satisfaction in Polish enterprises. In their network analysis, they found that power and recognition needs, as well as security needs, are more important to an employee's overall level of job satisfaction than social and developmental needs.

In the next article, *Katarzyna Piwowar-Sulej and Ewa Popowicz* examine the effectiveness of organisational practices in Polish enterprises aimed at stimulating pro-environmental, "green" behaviours. According to the authors, expectations vary depending on the position in the company. While employees expect benefits from green behaviour, managers view effective communication and optimal infrastructure as essential.

Incentives play an important role in stimulating innovation and performance. *Dragoslav Slović, Ivan Tomašević, and Dragana Stojanović* researched the effect of mixed wage incentive schemes in manufacturing firms in Serbia. They found that mixed schemes, combining individual and group incentives, had a long-lasting and significantly higher impact on labour productivity than either individual or group wage incentive schemes alone. Other positive effects have also been found, such as promoting collaboration, teamwork, sharing information and knowledge, and maintaining individual accountability.

The relation between innovation and business performance is directly addressed in the contribution by *Borut Likar, Ana Hafner, Marko Ropret, Peter Fatur, Mirko Markič, and Franci Pušavec*, who shed light on smart innovation management in Slovenian low and medium-low technology companies. In their analysis, the authors show that financial investments in these firms are not focussing primarily on technology, but on external R&D, training and marketing. In addition, organisational frameworks associated with an innovation-enhancing corporate vision and strategy played an important role.

The final article of this issue, by *Andrea Éltető, Jana Vlčková, Eva Křenková, and Gábor Túry*, focuses on the strategic response of Hungarian and Czech automotive companies to the effects of the COVID-19 pandemic. The qualitative research focused in particular on the techniques companies are using to build resilience. While similarities were found with approaches used in previous local shocks, the results point to an increasing role for communication, collaboration, and networking.

Overall, this new issue of JEEMS provides some interesting insights into recent management problems and solutions surrounding social, personal and organisational aspects of innovation and is relevant for researchers and management practitioners, especially in the field of HRM. I hope you will enjoy reading it.

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