

Editorial

Dear readers,

first issue of JEEMS in 2016 turns out as quite psychologically framed since topics raised as well as theoretical perspectives considered - like psychological empowerment, cognitive styles, managerial decision making or work alienation - remember master course in organizational psychology than “hard core” economics. This is by no way surprising given the fact that management belongs to the disciplines where the plurality of disciplines is not only a rhetoric strategy. At the same time, psychological dominance is in fact welcome given the complex and complicated geo-political and economic situation in Europe at the outset of 2016. In terms of countries covered by the articles included in this issue, a clear tendency of JEEMS as well as management research from the East European region towards the “East” can be stated: the four articles stem either from the Serbian or from the Turkish context. With its recent geographic scope, JEEMS seems to outperform the European Union to a considerable degree.

The article by *Hülya Gündüz Çekmecelioğlu* and *Gönül Kaya Özbağ* (Kocaeli University, Turkey) deals with innovation phenomena from the perspective of psychological empowerment. The authors ask whether psychological empowerment of employees is able to positively influence their individual innovativeness as well as the innovativeness of the firm. The quantitative results gathered from 48 Turkish manufacturing companies provide support for predicted relationship: all dimensions of psychological empowerment of employees have significant effects on individual and organizational innovativeness. Freedom and power of employees at the workplace pay off!

Mirosava Đurišić-Bojanović (University of Belgrade, Serbia) tackles in her article with the issue of organizational change. In particular the author asks if there is a relationship between the cognitive style of employees and their responses to organizational change (openness to change versus resistance to it). In fact, the study conducted in two companies in Serbian show that there is a strong link between the variables studied. The individual attitude toward change in organizations can be traced back to dispositional parameters, such as individual cognitive style. As a result, it seems to be quite challenging to change resistance to change once you or we have an unfavourable cognitive style, like low acceptance of plurality or inflexible, dogmatic cognitive style. Whether this is the whole story of resistance to change, still remains open. And at the time of recent political instability and the so called “crisis of refugees” we should hope that the most European people are equipped with flexible cognitive styles or at least with openness to change them.

The next paper is written by *Başak Uçanok Tan* (Istanbul Bilgi University, Turkey) deals with classical issue of organizational sociology, work alienation. In his study, the author elaborates the triangle between work alienation, organisa-

tional commitment and work centrality in Turkish SMEs while asking when work alienation does not lead to reduced commitment at work. The quantitative results obtained from a cross-sectional study show that it has to do with work centrality. Generally speaking, with increasing work centrality the negative effect of work alienation on affective commitment decreases. Thus, the impact of work alienation seems to be much more complex than proposed by Marx.

The last article of this issue provided by *Leposava Grubic-Nesic, Slavica Mitrovic, Boban Melovic and Stevan Milisavljevic* (University of Novi Sad, Serbia, and University of Montenegro) focuses on decision making by managers. The authors compare organizations in public and private sectors which both are undergoing times of radical changes while looking for relevant factors that affect decision making. It turns out that the process of decision making is mostly influenced by demographic characteristics of managers, such as career progress and hierarchical level, kind of decisions made – if they are risky or rational, the industrial sector of organization, with manufacturing being different from service industry. Whether organization belongs to public or to private sector seems to make a difference as well. At the end, decision making in organizations does not lose its reputation as highly complex, ambivalent and barely predictable phenomenon.

I wish you an inspiring reading and peaceful year 2016.

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