

EDITORIAL

This volume features five articles representing a broad diversity of research issues, empirical fields, and methodologies. It is already becoming a tradition that accepted articles by and large are written by or with involvement of scholars from the emerging economies. A positive trend is that scholars from emerging economies increasingly publish with colleagues from developed market economies, and have obtained research experience or degrees, or are currently employed at the research institutions there. Such a combination of emerging economy background and research skills is critical for securing high quality and potentially higher impact of a specific publication as well as the Journal itself. Let us take a look at each publication, the contribution it makes and ensuing managerial implications.

Research on MNEs as knowledge creating, storing and transferring systems has a long tradition. It builds on the influential work of Nelson and Winter (1982), and has become a dominant research theme in fields of Strategic Management and International Business since a seminal contribution by Kogut and Zander (1993). However, the impact of national culture and subsidiary role on knowledge transfer has remained understudied, both theoretically and empirically. The first article written by Cindy Qin, Prem Ramburuth and Yue Wang is a valuable contribution aiming to fill this particular gap. The article develops a conceptual model and a number of hypotheses which specify the impact of culture and subsidiary role on knowledge transfer from Chinese subsidiaries to HQs. This paper is a conceptual contribution, but it promises to spark a lot of interesting empirical work on knowledge flows to and from Chinese subsidiaries, which is a critical concern for many global and international companies.

The second article, co-authored by two Indian scholars Richa Awasthy and Rajen K. Gupta, takes an OB perspective on managing MNE subsidiaries in India. The authors make two main contributions. First, they develop a concept of „non-work“ practices (NWP), which pertains to social events and socialization not related to work. Second, by employing qualitative and quantitative methodologies, they show how foreign MNE non-work practices, transplanted to Indian subsidiaries, do not generate expected outcomes either to individual employees, or to the subsidiary. In particular, their research reveals that non-work practices, transferred to Indian subsidiaries, do not have positive impact on organizational commitment. This study calls for more research on this and related research questions, for example, on the process of introducing MNE practices in a subsidiary, training of subsidiary employees and others. At the same time, this research highlights important managerial implications, specifically, it invites MNE executives to rethink ways their organizations build organizational culture in foreign

subsidiaries and the extent to which MNE culture has to be transferred to different subsidiaries, especially, the ones based in India.

The third article, co-authored by a team of Malaysian and Irish scholars Roziah Mohd Rasdi, Thomas N. Garavan and Maimunah Ismail, focuses on a career management in the emerging economy of Malaysia. Authors investigate the relationship between proactive career behaviours and both objective and subjective career success. Their study is based on a sample of 288 managers from the public sector. Results reveal that managers who engage in individual career management and networking behaviours report more subjective career success. Networking is positively related to both objective and subjective career success. The article is important in many ways. First, it is one of the few studies on this issue coming from an emerging economy context. Second, it opens new research avenues, which call for a more nuanced understanding of proactive career management. Finally, it highlights practical implications, most notably, that objective performance is not enough. If managers expect to be promoted, they have to communicate their performance results to their seniors through active networking.

In the fourth paper, Trien Le and Amon Chizema focus on Chinese listed companies and their performance. Specifically, their research investigates the role of state ownership in firm performance (accounting-based returns) and firm value (market-based indicators). Results, derived from a sample of Chinese listed firms, indicate that state ownership is positively associated with firm performance. In addition, state ownership has a moderating effect on the association between firm performance and firm value. Their research shows that at low levels of state ownership, firm performance is negatively associated with firm value. However, at high levels of state ownership, the association becomes positive. Drawing on signaling theory, authors argue that state ownership may be a strategic asset for Chinese listed firms boosting accounting returns, but perceived differently by the market. From a policy perspective, this study sheds light for decision makers on the effects of high or low levels of state ownership on firm performance and value. Finally, the study may assist potential investors who consider investing in privatized state owned enterprises (SOEs) in China, or other countries with a similar institutional set-up.

The final paper focuses on Small and Medium-sized Enterprises (SMEs) in Brasil. In particular, it studies logistic strategies developed by SMEs in response to their organizational structures and planning processes. Based on multiple case studies, the two Brazilian authors, Wesley Silva Xavier and Ricardo S. Martins, report that the characteristics of a company's organizational structure, especially ownership characteristics, had an impact on planning processes. For companies with a low level of family participation, the impact was intentional, whereas, for companies with strongly centralized owner control over decision-making, the impact was unplanned. Interestingly, this research reveals that the formal nature of planning processes did not guarantee that logistics has strategic aims. On the contrary, in all the studied cases, logistic strategies had a strictly reactive nature. The findings of this research call for

more concerted efforts in order to advance our understanding of ownership structure and owner involvement in planning processes in the SMEs from emerging economies. From a policy perspective, the research findings provide important insights on how central and local governments could support SMEs, aiding their development, growth and competitiveness.

In conclusion, this OMEE issue again brings a valuable collection of papers with valuable contributions, new research questions and implications for managers in public and private sectors. I hope that, with increased awareness and recognition of the Journal as well as with your active support, we will continue serving a growing research community, which shares an interest and passion for creation and dissemination of knowledge on organizations and markets in emerging economies.

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