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## Editorial

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Artykuł został opracowany do udostępnienia w internecie przez Muzeum Historii Polski w ramach prac podejmowanych na rzecz zapewnienia otwartego, powszechnego i trwałego dostępu do polskiego dorobku naukowego i kulturalnego. Artykuł jest umieszczony w kolekcji cyfrowej [bazhum.muzhp.pl](http://bazhum.muzhp.pl), gromadzącej zawartość polskich czasopism humanistycznych i społecznych.

Tekst jest udostępniony do wykorzystania w ramach dozwolonego użytku.

**Jolanta Mazur**

## **Editorial**

Welcome to the *International Journal of Management and Economics*, issue number 43. The papers in the current issue of our Journal cover a range of research problems and empirical perspectives. The two disciplines, i.e. economics and management are equally and strongly represented.

The first article, “Trade Openness, Economic Growth and the Vicissitude of Labor-intensive Industries: The Case of China”, was written by Ma Ying, Li Jing, Yu Guansheng – Chinese professors from three different universities who were supported by Yuan Dongyang, the representative of the Chinese banking industry. Their major focus was the relationship between China’s trade openness, economic growth, and the structural change of labor-intensive industries between 1986 and 2008. The analysis of empirical data led the authors to the following conclusions: (a) trade openness resulted in an acceleration of China’s economic growth, though at the same time labor-intensive industries were negatively impacted; (b) economic growth positively impacted trade openness, but again the negative influence on labor-intensive industries’ development was observed; and (c) the development of labor-intensive industries was related to negative results in economic growth and trade openness. They concluded from the results of the analysis that labor-intensive industries should be scaled down to improve the efficiency of resource allocation, and technology-intensive industries should increase their share in China’s exports.

The second article, representing the group of studies in management discipline, “Emotional Intelligence – Sales Performance Relationship: A Mediating Role of Adaptive Selling Behaviour”, by Zazli Lily Wisker and Athanasios Poulis, reveals the role of adaptive selling behaviour as a mediator impacting the relationship between emotional intelligence and sales performance. The analysis of data collected from 281 sales people offering financial services in Malaysia brought the authors to conclude that emotionally intelligent individuals are flexible and able to monitor the feelings and emotions of others, and use this ability in the communication processes with customers, which supports the relationship between the parties. Moreover, the authors proved a positive relationship between emotional intelligence and adaptive selling behaviour, suggesting several managerial implications of the mentioned relationship.

The relationship between Corporate Social Responsibility activities and companies' financial performance was explored in the next paper, entitled "CSR and Financial Performance: The Case of Polish Small and Medium Manufacturers" by Piotr Zaborek. The topic is an exceptionally interesting one, as previous research has developed very contradictory evidence. One hundred eighty-seven managers of SMEs operating in Poland in the food, beverage and cosmetics industries were surveyed. The findings, gleaned from developing and testing a structural model, revealed a weak, but statistically significant positive correlation between companies' CSR involvement and sales profit margins, but a discernible direct effect of CSR on ROA was identified.

The question "How to Investigate Polish Clusters' Attractiveness for Inward FDI? Addressing Ambiguity Problem" was asked by Marta Götz, Barbara Jankowska and Cezary Główska. The objective of this exploratory, qualitative research was to assess how Polish cluster organization managers perceive clusters attractiveness for foreign investors. The authors focused on conceptualizing the problem of ambiguous cluster attractiveness for foreign investors and operationalizing cluster attractiveness. They advocate that the grounded theory method could be implemented in future cluster research.

The aim of the paper entitled "Relationship between Competitive Strategies and the Success Perception of Polish Born Globals", by Ewa Baranowska – Prokop and Tomasz Sikora was to study competitive strategies implemented by the so called Born Globals located in Poland. The classification of strategies was based on Porter's division into two sources of competitive advantage; the cost-leadership and product differentiation strategies. Having analyzed the data obtained from 256 small and medium Polish enterprises, the authors found out that Polish Born Globals implemented both of the classic strategies. Additionally, some Born Globals design their own, combination strategies. Most company managers declared their international performance satisfactory.

Michał Schwabe's objective was to answer the question "Do Legal Barriers Really Protect the Labor Markets?" and supported his answer with "Empirical Evidence of Polish Migrants after 2004." His focus was on legal and policy barriers blocking immigrant access to foreign labor markets, in the international migration process. The data analyzed concerned Polish international temporary emigrants in the years 2000–2012. This period included both the period before Poland's accession to the EU and the post – accession period, when certain countries gradually removed intervening obstacles. The author found the influence of intervening obstacles on Polish migration to EU countries insignificant. He contends that opening of EU labor markets played a much smaller role in influencing migration processes than the EU-15 business cycle. The data analysis suggested that the business cycle of the destination country was the major factor impacting migration inflows.

I hope readers will enjoy reading the papers included in the current issue.