

Organizaciones **4.0**: Sostenibilidad y Conocimiento
Organizations **4.0**: Sustainability and Knowledge



RESÚMENES
ABSTRACTS



XXX ONLINE
CONGRESO
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ACEDE
CARTAGENA
2021

28-30 JUNIO
28-30 JUNE



Universidad
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**XXX ONLINE
CONGRESO
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CARTAGENA
2021**

**ORGANIZACIONES
ORGANIZATIONS**

4.0:

**SOSTENIBILIDAD Y CONOCIMIENTO
SUSTAINABILITY AND KNOWLEDGE**



Resúmenes Abstracts

**XXX Online Conference Asociación
Científica de Economía y Dirección
de la Empresa
(ACEDE)**

Cartagena 2021

XXX CONGRESO ACEDE/ XXX ACEDE CONFERENCE 2021 CARTAGENA

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PROGRAMA CIENTÍFICO

SCIENTIFIC PROGRAM

Lunes 28-06-2021	SESIÓN	SESIÓN	SESIÓN	SESIÓN	SESIÓN	SECCIÓN
8:30-10:00	ESTRATEGIA I	RECURSOS HUMANOS I	DIRECCIÓN OPERACIONES I	MARKETING I	GOBIERNO CORPORATIVO I	
10:00- 11:30	ESTRATEGIA II	RECURSOS HUMANOS I	CREACIÓN EMPRESAS I	INNOVACIÓN DOCENTE	GOBIERNO CORPORATIVO II	DIRECCIÓN INTERNACIONAL
11:30-12:00	PAUSA					
12:00-12:45	ACTO INAUGURAL					
13:00-14:15	SESIÓN PLENARIA: DMITRI IVANOV y JOSEFA MULA "Towards a resilient and sustainable supply chain 4.0"					
15:30-17:00	ESTRATEGIA III	RECURSOS HUMANOS II	DIRECCIÓN OPERACIONES II	FINANZAS I	TALLER DOCTORAL	EMPRESA FAMILIAR
17:00-18:30	ESTRATEGIA I	RECURSOS HUMANOS III	DIRECCIÓN OPERACIONES III	GESTIÓN CONOCIMIENTO I	MARKETING II	EMPRENDIMIENTO

 COMUNICACIONES ORALES	 MESA INTERACTIVA	 TALLER DOCTORAL	 REUNIONES DE LAS SECCIONES
 SESIONES PLENARIAS, MESAS DE DEBATE, MEET OF EDITORS, ACTOS DE APERTURA Y DE CLAUSURA, ENTREGA DE PREMIOS, ASAMBLEA DE ACEDE			

Martes 29-06-2021	SESIÓN	SESIÓN	SESIÓN	SESIÓN	SESIÓN	SECCIÓN
8:30-10:00	FINANZAS II	RECURSOS HUMANOS II	CREACIÓN EMPRESAS II	GOBIERNO CORPORATIVO I	GESTIÓN DE LA INNOVACIÓN I	ESTRATEGIA EMPRESARIAL
10:00- 11:30	ESTRATEGIA IV	RECURSOS HUMANOS III	DIRECCIÓN OPERACIONES I	GESTIÓN CONOCIMIENTO I	GESTIÓN DE LA INNOVACIÓN II	MARKETING
11:30- 11:45	PAUSA					
11:45-13:00	SESIÓN PLENARIA: CARMEN SÁNCHEZ TRIGUEROS "El derecho a la desconexión digital" y DJAMIL KAHADÉ "Los retos de la digitalización de los puestos de trabajo en la cuarta revolución industrial"					
13:00- 14:15	ESTRATEGIA V	RECURSOS HUMANOS IV	DIRECCIÓN OPERACIONES II	GOBIERNO CORPORATIVO II	INTERNACIONALIZACIÓN I	ECONOMÍA FINANCIERA
15:30-17:00		MARKETING I	CREACIÓN EMPRESAS III	GOBIERNO CORPORATIVO III	GESTIÓN DE LA INNOVACIÓN III	RECURSOS HUMANOS
17:00-18:00	SESIÓN PLENARIA: THOMAS CHOI "Coronavirus is a wake-up call for Supply Chain Management"					
18:00-19:00	MEET THE EDITORS OF MANAGEMENT JOURNALS					

Miércoles 30-06-2021	SESIÓN	SESIÓN	SESIÓN	SESIÓN	SECCIÓN
8:30-10:00	FINANZAS I	GESTIÓN DE LA INNOVACIÓN	CREACIÓN EMPRESAS I	MARKETING II	EMPRESA Y SOCIEDAD
10:00-11:00	SESIÓN PLENARIA: JOAQUÍN ALEGRE "Aprendizaje organizativo en la industria 4.0"				
11:00- 11:30	PAUSA				
11:30-13:00	EMPRESA FAMILIAR	RECURSOS HUMANOS V	CREACIÓN EMPRESAS II	GOBIERNO CORPORATIVO IV	DIRECCIÓN DE OPERACIONES Y TECNOLOGÍA
13:00-14:00	SESIÓN PLENARIA: CLAUDIO CIACHETII "How consumer electronics firms use the Internet of Things to build their competitive advantage"				
16:00-17:00	MESA DE DEBATE EMPRESARIAL: ANGEL MARTÍNEZ				
17:00-18:00	SESIÓN DE CLAUSURA: ENTREGA DE PREMIOS Y ACTO CONMEMORATIVO DE LOS 30 AÑOS				
18:00-19:00	ASAMBLEA DE ACEDE				

 COMUNICACIONES ORALES	 MESA INTERACTIVA	 TALLER DOCTORAL	 REUNIONES DE LAS SECCIONES
 SESIONES PLENARIAS, MESAS DE DEBATE, MEET OF EDITORS, ACTOS DE APERTURA Y DE CLAUSURA, ENTREGA DE PREMIOS, ASAMBLEA DE ACEDE			



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CREACIÓN DE EMPRESAS ENTREPRENEURSHIP

CREACIÓN EMPRESAS I

Lunes, 28/06/ 2021: 10:00 - 11:30

Presidenta de la sesión: **María Consuelo González Gil**

¿QUIÉN ES QUIÉN EN LA INVESTIGACIÓN SOBRE BIENESTAR EMPRENDEDOR? UN ESTUDIO BIBLIOMÉTRICO DE SU LITERATURA CIENTÍFICA

Cristina Sierra Casanova, Paula Lechuga Sancho, Antonio Rafael Ramos Rodríguez

Universidad de Cádiz, España.

Relatora: **Elba Patricia Benavides Sánchez**

El objetivo de este trabajo es analizar la literatura científica que ha tratado la conexión entre bienestar y espíritu empresarial. Los académicos están cada vez más interesados en investigar las causas y consecuencias del bienestar en la iniciativa empresarial, llegando a convertirse hoy en día en una de las líneas de investigación de vanguardia en el campo del emprendimiento. No obstante, el conocimiento está fragmentado y disperso entre los diferentes enfoques que han abordado este fenómeno. En general, se observa poco intercambio entre ellos y no está claro lo que actualmente se entiende por bienestar emprendedor, su contribución y sus vínculos. La aplicación de métodos bibliométricos ha permitido describir la evolución de la producción, identificar los autores y las fuentes más relevantes, los documentos más citados y los temas de mayor actualidad. Los hallazgos revelan un interés creciente por estos estudios en los últimos años y han permitido determinar el estado del arte del dominio conjunto bienestar emprendedor. Finalmente, se proponen varias líneas de investigación futura para el avance y la consolidación de esta disciplina científica. Los resultados pueden ser de interés para académicos con experiencia en este campo y para nuevos investigadores que se inicien en esta línea.

OBJETIVOS DE DESARROLLO SOSTENIBLE Y EMPRENDIMIENTO SOSTENIBLE: ANÁLISIS BIBLIOMÉTRICO

Elba Patricia Benavides Sánchez, Ismael Moya-Clemente, Gabriela Ribes-Giner

Universidad Politécnica de Valencia, España.

Relator: **José Luis Ferreras Méndez**

Objetivo: La investigación busca principalmente mapear la revisión de la literatura respecto al emprendimiento sostenible y los Objetivos de Desarrollo Sostenible.

Marco teórico: El Emprendimiento Sostenible (ES) se ha convertido en un paradigma innovador en todos los proyectos, productos, procesos y servicios, la ONU lo reconoce como un factor clave, que contribuye a los Objetivos de Desarrollo Sostenible (ODS). A partir del 2016 los emprendedores apoyan el cumplimiento de los 17 ODS a través del ES.

Metodología: análisis bibliométrico a partir de 102 investigaciones relevantes publicadas entre 2015 y octubre 2020 en WoS y Scopus, incluye el análisis descriptivo de los atributos bibliográficos como: año de publicación, revistas, nombres de autores, organizaciones, países y palabras clave. Además, se analiza la creación de redes para análisis de acoplamiento bibliográfico, co-citas, colaboración y co-ocurrencia.

Resultados: a partir del 2017 las investigaciones respecto al tema han aumentado progresivamente, los investigadores académicos de España, Alemania y Estados Unidos son los más productivos, la dinámica de las palabras más frecuentes se relaciona con ODS y ES, que son temas de tendencia. Los artículos investigados buscan la innovación, creatividad, sostenibilidad en diferentes áreas, para lograr cumplir la Agenda 2030.

ENTREPRENEURIAL ORIENTATION AND SPEED TO MARKET: AN ANALYSIS OF THE MODERATING ROLE OF AMBIDEXTERITY

José Luis Ferreras Méndez¹, Oscar Llopis^{1,2}, Joaquín Alegre¹

¹Universitat de València, España; ²Rennes School of Business.

Relatora: **Cristina Sierra Casanova**

This paper analyses the influence of small and medium-sized enterprises' (SMEs) entrepreneurial orientation (EO) on its capacity to quickly introduce new products to the market (namely, speed to market). Specifically, we theorize the existence of a U-shaped association between EO and speed to market. We also suggest that the turning point of this curvilinear relationship will be contingent on firms' ambidexterity, or its capacity to simultaneously embrace exploratory and exploitative strategies. To test our hypotheses, we collected survey data from 384 SMEs from four different industries. Our findings confirm the existence of an inverted U-shaped connection between EO and speed to market, and evidence that this relationship is reinforced by SMEs' ambidexterity



CREACIÓN EMPRESAS II

Martes, 29/06/ 2021: 8:30 - 10:00

Presidente de la sesión: David Urbano

WHY ARE ENTREPRENEURS ENVIRONMENTALLY ORIENTED? THE ROLE OF THE ENTREPRENEURIAL PROCESS AND ENVIRONMENTAL AWARENESS

Pilar Bernal, Beatriz Domínguez, Javier Montero

Universidad de Zaragoza, España.

Relatora: **Carmen Cabello Medina**

Stakeholders are requiring entrepreneurs to pay more attention to environmental issues. Nevertheless, the evidence shows that some entrepreneurs have a stronger environmental orientation than others. Two determinants may explain these differences: the stage of the entrepreneurial process and the environmental awareness of the country in which the entrepreneur is located. We contend that the environmental orientation is stronger in the earlier stages of the process and also in countries with a high environmental awareness. Moreover, we explain that the stronger environmental orientation in the earlier stages of the process is less likely to be observed in countries with a high environmental awareness. We test our hypotheses in a sample that consists of more than 9,700 entrepreneurs from 27 countries around the world, and find support for them. This confirms the importance of the entrepreneurial process and environmental awareness in explaining the environmental orientation of entrepreneurs.

EL PAPEL INTERMEDIADOR DE LAS ACELERADORAS EN LA INNOVACIÓN INTERSECTORIAL EN MODELO DE NEGOCIO DE LAS STARTUPS: PROPUESTA DE UN MODELO TEÓRICO

Antonio Carmona Lavado, Carmen Cabello Medina, Gloria Cuevas Rodríguez

Universidad Pablo de Olavide, España.

Relator: **Sufia Mohand Amar**

Objetivo: El presente trabajo propone un modelo teórico sobre el papel intermediador de los programas de aceleración en la innovación intersectorial en modelo de negocio de las startups.

Marco teórico: Se basa en la literatura sobre aceleradoras, innovación intersectorial, innovación en modelo de negocio e innovación abierta.

Metodología: Revisión de la literatura y posterior validación del modelo teórico con entrevistas a 5 directores/as de programas de aceleración de 4 aceleradoras de distinto tipo.

Resultados/implicaciones: Se formulan 29 proposiciones sobre los efectos directos en la innovación intersectorial en modelo de negocio de las startups de la diversidad de perfiles emprendedores, número y diversidad de proyectos, capital social interno y externo de la aceleradora, número y diversidad de mentores, diversidad del conocimiento de gestión recibido, frecuencia del seguimiento o duración del programa. Igualmente se plantean proposiciones para explicar los efectos indirectos del diseño del espacio de trabajo abierto (coworking), la existencia de un foro de comunicación online, el número de eventos (networking), la formación, el enfoque estratégico y el carácter físico vs. virtual. Este trabajo pone de manifiesto las múltiples interrelaciones entre variables y elementos de diseño de un programa de aceleración que favorecen la innovación intersectorial en modelos de negocio.

EL PAPEL DE LAS INSTITUCIONES PÓLITICO-ECONÓMICAS, LA AUTOEFICACIA Y EL GRIT EMPRENDEDOR EN LA EXPLICACIÓN DE LA ACCIÓN EMPRENDEDORA NACIENTE: DOBLE MEDIACIÓN CON DATOS PSED II

Sufia Mohand Amar, Matilde Ruiz Arroyo, María del Mar Fuentes Fuentes

Universidad de Granada, España.

Relatora: **Pilar Bernal Ansón**

La investigación sobre emprendimiento naciente tiene como objeto fundamental el estudio del proceso de gestación y creación de una nueva empresa. En el marco de este proceso, en el presente trabajo trataremos de avanzar en la explicación de la acción emprendedora naciente, explorando el rol que pueden tener determinados factores relevantes, tanto personales como de contexto, en la permanencia del emprendedor en el proceso de puesta en marcha. Específicamente, analizamos como el apoyo percibido de instituciones políticas y económicas se relaciona con la continuidad de los emprendedores nacentes en el proceso de gestación a través de una doble mediación en cadena con autoeficacia y el compromiso con el objetivo. Los resultados muestran que el compromiso tiene un efecto directo en la permanencia durante el proceso de puesta en marcha de una nueva empresa. En relación a los factores contextuales, las instituciones formales influyen de manera indirecta en la permanencia a través de la autoeficacia emprendedora y el compromiso, estableciéndose una doble mediación.



CREACIÓN EMPRESAS III

Martes, 29/06/ 2021: 15:30 - 17:00

Presidente de la sesión: **Francisco Liñán**

WORK CONDITIONS AND EMPLOYEE WELL-BEING AS DETERMINANTS OF THE ENTREPRENEURIAL BEHAVIOR OF EMPLOYEES: AN ANALYSIS FROM THE JOB DEMANDS-RESOURCES MODEL

Ana Belén Escrig Tena, Mercedes Segarra Ciprés, Beatriz García Juan, Georgiana Alexandra Badoiu

Universitat Jaume I, España.

Relatora: **Reyna Beatriz Rodarte Arreola**

This paper analyzes whether employees' perceptions of work conditions (job resources and job demands) prompt them to adopt an entrepreneurial behavior, which is indicated by innovative work behavior, proactive behavior, and risk-taking behavior. Both direct and indirect relationships are analyzed via how these perceptions shape well-being (work engagement and emotional exhaustion).

The literature on the antecedents of the entrepreneurial behavior of employees (EBE) is reviewed to justify the consequences of work conditions, and the job demands-resources model allows their indirect effects to be explained via engagement and exhaustion.

Survey data on 257 employees working in R&D departments of 80 organizations from the chemical sector in Spain are analyzed to examine the hypotheses derived from the theoretical framework.

Our research suggests it is advisable to analyze the three dimensions of EBE separately, since different work context conditions affect these dimensions in different ways, risk-taking being the behavior that appears to be less associated with work conditions. Feelings of engagement are significantly related to the three dimensions of EBE and play a mediating role in the association that job autonomy and managerial support have with EBE. Moreover, the research reveals feelings of exhaustion as a catalyst that leads employees to react and take risks.

INTENSITY OF START-UP ACTIVITIES AND THE DECISION TO CREATE A NEW FIRM: THE ROLE OF PROSOCIAL MOTIVATION

Reyna Beatriz Rodarte-Arreola¹, Ana María Bojica², María del Mar Fuentes-Fuentes³

¹Universidad de Granada, Universidad de Guadalajara; ²Universidad de Granada; ³Universidad de Granada.

Relatora: **María Consuelo Gonzalez Gil**

Purpose – Adopting the escalation of commitment perspective, this study tests empirically how intensity of start-up activities and prosocial motivation influence the decision to create a new firm.

Methodology – Using data from the Panel Study of Entrepreneurial Dynamics (PSED) in Spain, which includes a sample of 486 Spanish entrepreneurs, the authors applied the logistical regression technique to test hypotheses about the relationship between intensity of startup activities and a firm's legal constitution, and the role of prosocial motivation in this relationship.

Results/Implications – Results show that intensity of activities for investment in the business positively and significantly influences the decision to create a new firm, while intensity of market activities and resource mobilization activities are negatively related, indicating that it is less likely for the firm to be founded under these conditions. Results also show that prosocial motivation has a positive and significant influence on the decision to create a new firm and positively moderates the relationship between business investment activities and the decision to create a new firm. This study provides a more refined vision of how the entrepreneur's investment in different kinds of activities and the nature of the entrepreneur's motivation can potentially lead to persistence in the entrepreneurial process.

RISING FROM DEFEAT. ENTREPRENEURIAL FAILURE AND NEW BUSINESS FORMATION

María Consuelo González Gil, Lucio Fuentelsaz, Tomasz Mickiewicz

Universidad de Zaragoza, España.

Relatora: **Laura Padilla Angulo**

We argue that the entrepreneurial business' failure is subsequently transformed into new entrepreneurial entry, but more so in environments rich in resources, both in human and in financial capital. In that case, the positive impact of failure on subsequent new entry is amplified. We also confirm that this positive conditioning by availability of resources is much more pronounced for high growth aspiration ventures. To verify these intuitions empirically, we employ panel techniques applied to a wide longitudinal sample of countries around the world and find support for our hypotheses. We argue that our results imply that the Schumpeterian perspective on creative destruction needs to be qualified.



ARE DIFFERENT ENTREPRENEURSHIP-PROMOTION ACADEMIC ACTIVITIES EQUALLY EFFECTIVE? AN ANALYSIS BY ACADEMIC YEAR AND GENDER

Laura Padilla Angulo¹, René Díaz Pichardo^{2,3}, Antonio Luis Leal Rodríguez⁴

¹Universidad Loyola Andalucía, España; ²South Champagne Business School, Francia; ³Université de Technologie de Troyes, Francia; ⁴Universidad de Sevilla.

Relatora: Mercedes Segarra Ciprés

Entrepreneurial education (EE) has proliferated in recent years, however, while previous research has extensively analyzed the impact of EE on students' entrepreneurial intentions, the single best predictor of actual entrepreneurship (Krueger et al., 2000), studies tend to analyze EE as a monolithic concept, without distinguishing between different types of academic activities and without considering the students' educational stage. To fill this gap in the literature, drawing on Ajzen's (1991) Theory of Planned Behavior and EE theory, we examine the relative effectiveness of different teaching models in developing entrepreneurial intentions and potential differences in their effectiveness depending on students' educational stage and also gender. Based on survey data from 859 business school students and partial least squares technique, we find differences in the impact of activities on students' entrepreneurial intentions depending on activity characteristics, students' educational stage and gender. The results have important implications for educational practice and public and private organizations interested in promoting entrepreneurship and emphasize the importance of autonomy and experiential and exploratory learning in entrepreneurship-promotion activities; of considering the time distribution of activities; and of tailoring programs to the specific predominant characteristics of women and men.





FINANZAS

FINANCE

FINANZAS I

Lunes, 28/06/ 2021: 15:30 - 17:00

Presidente de la sesión: Ignacio Requejo

AM I RISKIER IF I RESCUE MY BANKS? THE UNINTENDED EFFECTS OF BAILOUTS

Pedro J. Cuadros¹, Carlos Salvador², Nuria Suárez³

¹CUNEF; ²University of Valencia; ³Autonoma University of Madrid

Relatora: Ana Mol-Gómez-Vázquez

This paper examines the relationship between bank bailouts and sovereign risk in a sample of 35 countries that implemented 19 different bailout programs during the 2005–2015 period. We find that bailouts negatively affect sovereign ratings, with rating agencies consistently perceiving higher country-level risk when the country's banking system has been rescued (risk-increasing effect). However, the empirical findings reveal that this effect is not homogeneous across countries, because it depends on certain characteristics of the banking sector. Financial soundness and market structure shape the impact of bailouts on sovereign risk. Furthermore, the strength of the connection between the public sector and the banking system neither moderates nor magnifies the impact of bank bailouts. Finally, we find that the effects of bank bailouts on sovereign ratings are not short-lived. The results are robust to various definitions of the dependent and main explanatory variables, potential endogeneity concerns and sample selection bias.

BORROWER DISCOURAGEMENT AND BANKING CONCENTRATION: THE MODERATING EFFECT OF BANK STABILITY FOR EUROPEAN SMES

Ginés Hernández-Cánovas¹, Ana Mol-Gómez-Vázquez², Pedro Martínez-Solano³

¹Universidad Politécnica de Cartagena, España; ²Universidad de Alicante, España; ³Universidad de Murcia, España

Relator: Víctor M. González Méndez

This research studies whether the effect of banking concentration on SMEs discouragement is moderated by the stability of the banking system of the country where the small and medium-sized firms are working in. We analyze 16,918 SMEs based on 28 European countries during the period 2011-2018. Applying multilevel methodology, the results show that bank concentration increases borrower discouragement, but this negative impact is moderated by the stability of the banking systems. Particularly, higher levels of bank concentration produce smaller increases in the likelihood of borrower discouragement for SMEs operating in countries with more stable banking systems.

THE VALUE OF RELATIONSHIP BANKING: INTERNATIONAL EVIDENCE

Celia Álvarez Botas, Víctor M. González Méndez

Universidad de Oviedo, España

Relatora: Ana Belén Alonso-Conde

This paper analyses whether repeated borrowing from the same bank affects the loan contract terms. We find that relationship loans pay lower spread and are required less collateral compared to non-relationship loans. The reduction in interest rate spread and collateral depends on the protection of creditors' rights. In those countries where the creditors' rights are well-protected, relationship loans pay less spread and are required to post less collateral than relationship loans in countries with a weak protection of creditors' rights. Additionally, firms with more information opacity, small and not-rated firms, are those that obtain higher benefits from relationship banking in terms of the reduction of interest rate spread and collateral requirement.

ON THE ROLE OF INCOME INEQUALITY IN THE CROSS-SECTIONAL BEHAVIOR OF STOCK RETURNS

LUCÍA GALICIA-SANGUINO, JAVIER ROJO-SUÁREZ, ANA BELÉN ALONSO-CONDE

Universidad Rey Juan Carlos, España

Relatora: Nuria Suárez Suárez

Although consumption-based asset pricing constitutes a solid body of work for the purpose of relating asset prices and macroeconomics, most empirical tests put into question the representative investor perspective. Furthermore, most approaches accounting for untraded risks, such as the Constantinides-Duffie model, face the problem of correctly quantifying idiosyncratic risk. In this paper we exploit the strong relationship of income inequality with trade openness and research and development (R&D) investment to proxy the cross-sectional variance of consumption growth by the growth rate of the difference between imports and exports (trade openness) and the growth of the domestic expenditure in R&D. Moreover, we use these variables as a part of the information set used by investors to determine the unconditional version of the conditional consumption-capital asset pricing model (CCAPM). Our results show that both trade openness and R&D investment allow the linearized version of the Constantinides-Duffie model and the conditional CCAPM to greatly outperform the classic CCAPM for different sorts of stock portfolios, contributing significantly to reducing pricing errors. Hence, our results constitute a step forward in the attempt to relate asset prices and income inequality in a tractable way.



FINANZAS II

Martes, 29/06/ 2021: 8:30 - 10:00

Presidenta de la sesión: Ana Belén Alonso-Conde

A JOURNEY TO THE CENTER OF THE VALUE OF SUSTAINABILITY: DOES THE REAL OPTIONS' COMPASS POINT IN ANOTHER DIRECTION?

Margarita Ortiz Almeyda, Gabriel de la Fuente, Pilar Velasco

Universidad de Valladolid, España

Relator: Juan Rodríguez-Sanz

Firms allocate a great deal of resources both to sustainability and to future growth opportunities as if they were independent sources of value. Challenging this view, this paper explores the interplay of sustainability strategy and growth options in determining a firm's market value. We draw upon real options reasoning to explain how sustainability can carry two opposite (trust-enhancing and risk-reducing) forces, driving an inverted U-form relationship between sustainability and growth options value. Moreover, we argue that sustainability and growth options are likely to build substitutive insurance mechanisms which might exert a negative moderating effect of growth options relevance on the sustainability-value relationship. Empirical analyses of sustainability scores and growth options values on a panel of U.S. firms from 2009 to 2018 provide substantial support for our hypotheses. Our results show that the inverted U-form relationship between overall sustainability and growth options value becomes stronger for the environmental and social pillars. Our evidence on the moderating effect of growth option values also provides valuable insights for interpreting prior conflicting empirical evidence on the association between sustainability and firm value.

LABOUR MARKET CONDITIONS AND THE CORPORATE FINANCING DECISION: A EUROPEAN ANALYSIS

Pedro Luis Vega Gutiérrez¹, Félix Javier López Iturriaga², Juan Antonio Rodríguez Sanz³

¹Universidad de Valladolid, España; ²Universidad de Valladolid, España; ³Universidad de Valladolid, España

Relatora: Nuria Suárez Suárez

This study examines the influence of labour market conditions on corporate capital structure in a sample of 2,892 firms from France, Germany, Italy, Spain, and the UK. After considering the effect of unemployment and inflation, we analyse the impact of two market imperfections: employees' rights and downward wage rigidity. Results indicate that financial leverage responds to changes in unemployment and inflation. We also find that the influence of employees' rights is non-linear, whereas the negative effect of downward wage rigidity is moderated by firms' market power. Taken together, our results show that corporate financial decisions are conditioned not only by firm-level issues but also by a country's labour market.

CORRUPTION-RELATED DISCLOSURE IN THE BANKING INDUSTRY: EVIDENCE FROM GIPSI COUNTRIES

Pablo de Andrés¹, Salvatore Polizzi², Enzo Scannella², Nuria Suárez³

¹Autonoma University of Madrid & ECGI; ²University of Palermo; ³Autonoma University of Madrid

Relatora: Margarita Ortiz Almeyda

This paper empirically investigates corruption-related disclosure in the banking industry, aiming to identify the most relevant theories that explain the reasons why financial institutions disclose corruption-related information to the public in their annual financial reports. Using a total sample of 83 banks from the GIPSI countries during the period 2011-2019, our results reveal that, on average, banks that have been involved in corruption issues disclose less on corruption-related information than banks that have not been involved in any corruption scandal. Moreover, banks not involved in corruption cases disclose even more information after other banks' corruption events become public. These basic relationships, however, are shaped by the characteristics of each particular country in terms of control of corruption and the specific regulation on non-traditional banking activities. Our results are robust to different specifications of the econometric models, and to alternative empirical methods accounting for potential reverse causality and sample selection concerns.





RRHH Y COMPORTAMIENTO ORGANIZATIVO HUMAN RESOURCES AND ORGANIZATIONAL BEHAVIOUR

RECURSOS HUMANOS I

Lunes, 28/06/ 2021: 10:00 - 11:30

Presidente de la sesión: **Andrés Salas Vallina**

WELL-BEING IN TIMES OF ILL-BEING: HOW AMO HRM PRACTICES IMPROVE ORGANIZATIONAL CITIZENSHIP BEHAVIOUR THROUGH WORK-RELATED WELL-BEING AND SERVICE LEADERSHIP

Andrés Salas Vallina¹, Susana Pasamar Reyes², Mario Javier Donate Manzanares³

¹Universitat de València, España; ²Universidad Pablo de Olavide; ³Universidad de Castilla La Mancha

Relator: **Alfonso Jesús Gil López**

- Objective: The purpose of this research is to examine the effect of ability, motivation, and opportunity (AMO) practices on organizational citizenship behaviour (OCB), in medical staff working in specialised units. In addition, we check the mediating role of work-related well-being, understood as engagement, trust and exhaustion, in the relationship between AMO HRM practices and OCB. Further, the moderating role of service leadership is analyzed in the relationship between AMO HRM practices and work-related well-being.
- Theoretical framework: The AMO framework is used to frame the proposed theoretical model.
- Method: Structural equation models were used to examine the proposed hypotheses.
- Results/implications: Results provide evidence that AMO HRM practices have a positive effect on OCB. Further, work-related well-being mediated the effect of AMO HRM practices on OCB. In addition, service leadership exerted a moderating role between AMO HRM practices and work-related well-being.

LOOKING FOR WORK BEHAVIOURS TO BE MORE INNOVATIVE: AN EMPIRICAL STUDY

Álvaro Nicolás-Agustín, Daniel Jiménez-Jiménez, Francisco Maeso-Fernández

Universidad de Murcia, España

Relator: **José Luis Perea Vicente**

Based on the Job Demands-Resources Theory, we study the link between psychological empowerment, psychological flexibility and innovative work behavior. We use a large and representative sample of 4,421 employees from 15 large companies operating in Spain. All the hypotheses stated are verified using partial least squares. We show that psychological flexibility is an antecedent of innovative work behavior and that work engagement partially mediates the relationship between psychological empowerment, flexibility and innovative work behavior. This research contributes to the literature that indicates the need for studies that examine the indirect effects of full attention and the need to apply the scale of psychological flexibility to a larger sample together with other behaviors.

HACIA UN ESTUDIO SOBRE EL COMPROMISO DE LOS TRABAJADORES Y LOS RECURSOS LABORALES

Alfonso Jesús Gil López¹, Claudia Marín Malumbres², Juan Gabriel Cegarra Navarro³

¹Universidad de La Rioja, España; ²Universidad de La Rioja, España; ³Universidad Politécnica de Cartagena, España

Relator: **Álvaro Nicolás Agustín**

Este trabajo tiene dos objetivos, el primero, analizar el efecto directo del compromiso de los empleados con la importancia que estos conceden a los recursos laborales y, segundo, analizar los efectos de mediación de la satisfacción con los recursos entre el compromiso y la importancia que los empleados dan a estos recursos. Mediante cuestionario se entrevista a una muestra de 225 trabajadores. Las hipótesis se contrastan a través de un modelo de ecuaciones estructurales, por medio de PLS-SEM. En el contraste de hipótesis se comprueba un efecto directo del compromiso en la importancia que los trabajadores conceden a los recursos laborales y, también, se comprueba la existencia de un efecto de mediación parcial de la satisfacción con los recursos entre el compromiso y la importancia de los recursos para los empleados. Este trabajo tiene importantes implicaciones en la gestión de los recursos humanos, pues se comprueba que los trabajadores más comprometidos atribuyen más importancia a los recursos, además, se analiza el rol de la satisfacción en el compromiso y los recursos laborales.

CONFLICT AND PERFORMANCE IN RESEARCH TEAMS: HOW THE LEADERSHIP STYLE OF THE PRINCIPAL INVESTIGATOR CAN INFLUENCE THIS RELATIONSHIP

MARÍA JOSÉ FONCUBIERTA RODRÍGUEZ, FERNANDO MARTÍN ALCÁZAR, JOSÉ LUIS PEREA VICENTE

UNIVERSIDAD DE CÁDIZ, España

Relator: **Andrés Salas Vallina**

The lack of consensus overcoming the negative impact of conflict on team performance within research teams has become a challenge. Based on the complex context of knowledge-intensive teams, this study examines the relationship between team conflict and team performance. We specifically proposed a curvilinear relationship between them. Furthermore, to deepen the understanding of the principal investigator's leadership, we suggested two lines of study. We first examined a negative direct relationship between the principal investigator's transformational leadership and team performance. Then we proposed that the curvilinear relationship between team conflict and team performance is moderated by the principal investigator's transformational leadership. Using survey data from 205 research teams, our results showed an inverted U-shaped relationship between team conflict and team performance. Even though the principal investigator's transformational leadership had a negative impact on team conflict, it did not moderate the relationship between team conflict and team performance. Our findings contribute to enhancing the understanding of the impact of conflict and the principal investigator's leadership on team performance. Both theoretical and practical considerations were discussed.



RECURSOS HUMANOS II

Lunes, 28/06/ 2021: 15:30 - 17:00

Presidenta de la sesión: **María Isabel Barba Aragón**

EL IMPACTO DE LAS RELACIONES DE EMPLEO EN LA SOSTENIBILIDAD

Francisco José Rincón Roldán¹, Álvaro López Cabrales²

¹Universidad Pablo de Olavide, España; ²Universidad Pablo de Olavide, España

Relator: **Félix Guerrero Alba**

Este trabajo pretende analizar la influencia de las relaciones de empleo (ER) en la formulación e implantación de estrategias de sostenibilidad. Partimos de la tipología de ER que compara las expectativas que el empleador tiene sobre el empleado y la oferta de inducements que hace, para analizar el impacto de las mismas en la sostenibilidad económica, social y medioambiental. Obtuvimos la información necesaria a través de un cuestionario que respondieron el Director de RRHH y el Gerente de 124 empresas cooperativas y se aplicaron modelos de ecuaciones estructurales para evaluar las relaciones entre los constructos planteados, utilizando para ello la técnica de Partial Least Squares (PLS-SEM). Los resultados obtenidos sugieren que las ER de Mutual Investment y Overinvestment favorecen la sostenibilidad económica y social, mientras que las ER de Quasi Spot Contract y Underinvestment inciden negativamente en los tres tipos de sostenibilidad. De esta manera, se confirma que el tipo de ER adoptado puede condicionar la sostenibilidad en la empresa, favoreciéndola o incluso impidiéndola.

EXECUTIVE'S PAY, TURNOVER AND FIRM PERFORMANCE DURING INSTITUTIONAL CHANGE

Chenli Yin

Universidad Autónoma de Madrid, Spain

Relatora: **Marta Ruiz Martínez**

The existing corporate governance literature has mostly focused on micro-level studies of executive compensation, with limited attention paid to influential macro-level factors such as institutions and institutional changes and their impacts on corporate governance and performance. The implementation of the new compensation policy that restricts CEO compensation in state-owned firms in China offers an ideal context for us to study how institutional changes and firms' adaptation to the changes can influence CEO turnover and firm performance. Our empirical analyses reveal that the positive impact of new compensation policy adoption on CEO turnover is stronger for CEOs with higher compensation. And the impact of new compensation policy adoption on firm performance is however negative, and the negative impact is contingent upon a firm's market share and tech intensity. Our research contributes to the literature of corporate governance by theorizing and empirically demonstrating the critical role that institutions play in corporate governance.

IDENTIFICACIÓN DE LAS POLÍTICAS DE GESTIÓN CIENTÍFICAS EN LAS UNIVERSIDADES ESPAÑOLAS: UN ANÁLISIS EXPLORATORIO

Félix Guerrero Alba, Fernando Martín Alcázar

Universidad de Cádiz, España

Relator: **Francisco José Rincón Roldán**

Objetivos: El objetivo de este estudio es identificar las políticas de gestión científica que pueden afectar al rendimiento de los investigadores académicos.

Metodología: Tras las recientes investigaciones sobre las políticas de gestión de recursos humanos, proponemos un modelo de análisis sobre diferentes políticas que afectan al rendimiento académico. Desde una muestra de 369 investigadores académicos españoles, y a través de un análisis de regresión lineal, se confirman los resultados previstos.

Resultados/implicaciones: Este trabajo contribuye a la literatura existente proporcionando nueva evidencia teórica y empírica sobre las políticas de gestión científica y cuales de ellas tienen un mayor efecto sobre el rendimiento académico. Estos resultados abren un debate sobre las implicaciones de investigación para los gestores académicos con respecto a la mejora del rendimiento científico.

MULTIDISCIPLINARITY AND RESEARCHERS' PRODUCTIVITY: DO HRM PRACTICES SHAPE THE RELATIONSHIP?

Marta Ruiz Martínez, Gonzalo Sánchez Gardey

Universidad de Cádiz, España

Relator: **Chenli Yin**

Purpose: This paper examines the connection between the research productivity of academic scholars and the multidisciplinary nature of their collaborative networks. Specifically, it explores how human resource management (HRM) practices may moderate this link by mitigating the negative effects and improving the positive effects of disciplinary diversity on researchers' performance.

Design/Methodology: We draw on a sample of 110 researchers to empirically test the proposed model. A self-questionnaire was delivered to researchers to measure human resource management. Multiple regression analysis was used in the empirical analysis.

Findings: The results of econometric analyses suggest that disciplinary diversity has a non-linear effect on research results. The findings advocate the existence of a level of disciplinary diversity above which research group productivity decreases. Certain HRM practices moderate this multidisciplinary-performance curvilinear relationship, displacing the optimum to allow higher performance at higher levels of disciplinary diversity.



RECURSOS HUMANOS III

Lunes, 28/06/ 2021: 17:00 - 18:30

Presidente de la sesión: **Joaquín Alegre Vidal**

IMPACTO DE LA DIVERSIDAD GENERACIONAL EN EL NIVEL DE ENGAGEMENT DE LOS EMPLEADOS

Beatriz Cámara Campos, M^a Carmen Saorín Iborra
Universidad de Valencia, España

Relator: **Joaquín García Cruz**

Por primera vez en la historia, las empresas pueden encontrar en su fuerza laboral la presencia de cuatro incluso cinco generaciones diferentes. Esta situación puede tener un impacto en el nivel de engagement que los empleados muestren hacia las empresas en función de la generación a la que pertenezcan ante la divergencia de habilidades, competencias y conocimientos que las caracteriza, y, consecuentemente los diferentes comportamientos mostrados. El presente trabajo como un primer paso en el análisis del posible impacto, se centra en cómo la diversidad generacional impacta sobre el nivel de engagement con el fin de contribuir al ámbito empresarial en la reflexión y diseño de prácticas adecuadas para afrontar dicho impacto, reto actual de las empresas.

WORK-LIFE BALANCE SUPPORTIVE CULTURE: EFFECTS ON PERCEIVED EXTERNAL PRESTIGE AND EMPLOYEES' ATTITUDES

Isabel Olmedo-Cifuentes¹, Inocencia M^a Martínez-León¹, Gary Davies²

¹Universidad Politécnica de Cartagena, España; ²University of Manchester, Reino Unido; Sookmyung Business School, Korea

Relatora: **Beatriz Cámara Campos**

Purpose: The aim of this paper is to extend our knowledge about the effects of having a work-life balance supportive culture (WLBSC) on outcomes such as employees' job satisfaction and affective organizational commitment by considering the role of perceived external prestige (PEP), particularly in its role as a mediator of the influence of WLBSC.

Methodology: The theoretical model and hypotheses proposed are tested on a sample of 135 Spanish employees of accounting audit SMEs using a SEM analysis.

Findings: WLBSC and PEP enhance employees' attitudes (job satisfaction and affective organizational commitment). Job satisfaction mediates the relationship between WLBSC and commitment; and PEP mediates the relationships between WLBSC and both satisfaction and commitment. Employers should then recognise that communicating about their PEP can influence employee satisfaction and commitment and the influence of WLBSC on PEP.

Originality: This study advances our understanding of the relationship between WLBSC and employees' attitudes by introducing a new variable: PEP. It demonstrates the role of PEP in explaining why and how WLBSC can influence both job satisfaction and employee commitment.

PRÁCTICAS DE GESTIÓN DEL TALENTO Y JOB CRAFTING: EL PAPEL MEDIADOR DE LA PASIÓN EN EL TRABAJO

Manuela Pozo-Hidalgo, Andrés Salas-Vallina
Universitat de València, España

Relatora: **Isabel Olmedo-Cifuentes**

El objetivo de este estudio es investigar como la gestión del talento genera en los trabajadores comportamientos orientados al rediseño proactivo de las características del trabajo, es decir, fomenta el conocido como job crafting, a través de la pasión armoniosa en el trabajo. El modelo propuesto se basa en la Teoría del Intercambio Social, la cual sugiere que los empleados que perciben apoyo por parte de su organización responderán con comportamientos favorables para la organización. A través de una muestra de 163 trabajadores de una multinacional del sector agroalimentario, y modelos de ecuaciones estructurales, se analizó la relación entre gestión del talento, job crafting y pasión armoniosa. Los resultados revelan la existencia de una relación directa y positiva entre las prácticas de gestión del talento y el job crafting, y a su vez confirman el papel mediador de la pasión armoniosa en la relación entre prácticas de gestión del talento y job crafting.

THE EMPLOYER COMMITMENT AND EMPLOYMENT RELATIONSHIPS: DIFFERENT PERCEPTIONS, DIFFERENT EMPLOYMENT MODELS

Joaquín García Cruz, Ramón Valle Cabrera, Rocío Aguilar Caro
Universidad Pablo de Olavide, España

Relator: **Andrés Salas Vallina**

- Purpose: This article tries to integrate the organisational affective commitment (OAC) construct into the employment relationships (ERs) framework.
- Theoretical Framework: We identified different ERs based on the employer's and the employees' perceptions of OAC. Each ER is characterised by the HRM system (HRMS) and the organisational citizenship behaviour (OCB) expected by the organisation likewise the OCB effectively carried out by its employees. From the employer perspective, we suggest that the OAC determines the configuration of the HRMS (the AMO model) and this mediates the effect that the OAC exerts on the OCB.
- Method: Results are obtained on a sample of 102 Spanish hotels; we get information from 306 employees and 102 HR managers.



• Results/implications: The analyses of the results confirm the relationships indicated from the employer perspective: the OAC perceived by the organisation explains the HRMS and the expected OCB; additionally, it is also confirmed that the HRMS mediates between the OAC and OCB. However, from the employee perspective, we find that the AMO model explains neither the OAC perceived by them nor the OCB actually performed by them. The OCB performed by the employees is determined by how the employees perceive the commitment that the organisation has to them.

RECURSOS HUMANOS IV

Martes, 29/06/ 2021: 13:00 - 14:15

Presidente de la sesión: **Daniel Jiménez Jiménez**

EFFECT OF EMERGING LEADERSHIP STYLES ON ENGAGEMENT: A MEDIATION ANALYSIS IN A MILITARY CONTEXT

Antonia Ruiz Moreno¹, María Roldán Bravo², Carlos García-Guiú³, Luis M. Lozano⁴, Natalio Extremera⁵, Ginés Navarro-Carrillo⁶, Inmaculada Valor-Segura⁷

¹Universidad de Granada, España; ²Universidad de Jaén, España; ³Centro Mixto University of Granada-Madoc; ⁴Universidad de Granada; ⁵Universidad de Málaga; ⁶Universidad de Jaén; ⁷Universidad de Granada

Relatora: **M^a Dionisia Elche Hortelano**

Purpose – This paper aims to report the findings of a study examining the relationship between different leadership styles and engagement through the mediating role of proactive personality.

Methodology – Servant leadership, paradoxical leadership, authentic leadership, employee engagement, and proactive personality were assessed in an empirical study based on a sample of 348 military personnel in Spain. The questionnaire data were analyzed through SEM using EQS and bootstrapping analysis with the PROCESS macro for SPSS.

Findings – The results reveal that servant leadership style in officers partially impacts their cadets' engagement through proactive personality but that authentic and paradoxical leadership styles do not mediate the relationship. We also verify a direct relationship between proactive personality and engagement.

Practical implications – The study implications advance the literature on leadership in emphasizing new leadership styles to increase proactive personality and engagement in the military context. This study verifies the importance of military leaders in fostering servant leadership as an antecedent of proactive personality. Finally, we show that servant leadership partially impacts engagement through proactive personality.

INFLUENCIA DE LA PRÁCTICAS DE RECURSOS HUMANOS DE ALTO RENDIMIENTO EN LA GESTIÓN DEL CONOCIMIENTO. UN ESTUDIO EN ALOJAMIENTOS HOTELEROS ESPAÑOLES

JOSE MANUEL OSORIO RODRIGUEZ, Víctor J. GARCIA-MORALES, Rodrigo MARTIN-ROJAS

UNIVERSIDAD DE GRANADA, España

Relatora: **Antonia Ruiz Moreno**

• **Objetivos.** Se muestra cómo las prácticas de Recursos Humanos de Alto Rendimiento (PAR) afectan positivamente la gestión del conocimiento (GC), promoviendo mayores niveles de adquisición, almacenamiento, asimilación, transferencia y aplicación del conocimiento. Se pone de manifiesto la influencia positiva de PAR y GC en el rendimiento organizacional (RO).

• **Marco teórico.** Sobre la teoría de los recursos y capacidades y la visión de la empresa basada en el conocimiento se desarrolla un modelo que pone de manifiesto los efectos sobre el rendimiento organizacional a través de las prácticas de alto rendimiento de recursos humanos.

• **Metodología.** Se analizan los datos obtenidos de una muestra de 176 empresas de alojamiento hotelero españolas. Se emplea un modelo de ecuaciones estructurales con Lisrel para validar las hipótesis.

• **Resultados/implicaciones.** Se aportan nuevas evidencias empíricas que demuestran que RO mejora cuando se aplican PAR orientadas a GC. Confirma un modelo teórico de GC de cinco fases que influyen en mayores niveles de RO.

INFLUENCIA DE LA HUMILDAD DE LOS DIRECTIVOS EN LA PROACTIVIDAD DE LOS EMPLEADOS EN EL SECTOR HOTELERO

Carlos Antonio Albacete Sáez¹, Adriana Patricia Moreno Marcial², Ana Castillo López¹, F. Javier Llorens Montes¹

¹Universidad de Granada, España; ²Universidad de Guayaquil (Ecuador)

Relator: **José Manuel Osorio Rodríguez**

Objetivos: Este trabajo analiza la relación que existe entre la humildad del directivo, la congruencia en la proactividad de directivo y empleado, la identificación compartida de directivos y empleados con el cambio y el extra-role de servicio en el sector hotelero.

• **Marco teórico:** Este trabajo se apoya en la teoría de la identidad social y la teoría social cognitiva.

• **Metodología:** Para contrastar las hipótesis se obtuvieron 318 cuestionarios de hoteles de Ecuador y España. Se utilizó el método de estimación de cuadrados PLS para evaluar el modelo de medida y el modelo estructural

• **Resultados/implicaciones:** Los resultados demuestran que la humildad de los directivos influye positivamente en el ajuste de la personalidad proactiva de directivos y empleados y que influye de forma positiva e indirecta sobre la identificación compartida de directivos y empleados con el cambio y en el extra-role, y que la identidad compartida influye positivamente sobre el extra-role



SERVANT LEADERSHIP AND TEAM EFFECTIVENESS: A MULTILEVEL MEDIATION STUDY

PABLO RUIZ-PALOMINO, JORGE LINUESA-LANGREO, DIONI ELCHE-HORTELANO
UNIVERSIDAD DE CASTILLA-LA MANCHA

Relatora: Ana Castillo López

Among the many approaches to leadership, servant leaders stand out for the emphasis they place on the importance of service to their followers, the organization, and the broader community. In this multi-level study we examine a unified cross-level model, in which servant leaders encourage service among individual employees as reflected by their organizational citizenship behavior (OCB), that extends to positively impact both team internal social capital, and team effectiveness. Support for our model was found using a sample of 343 teams, reflecting 835 respondents from various departments at 171 hotels in Spain. Individual-level OCB and team internal social capital fully accounted for the positive effect of servant leadership on team effectiveness. In line with the goals of this paper, support for our model demonstrates that servant leadership can foster OCB among employees to both create a positive work environment, and accomplish the business goal of enhancing team performance.

RECURSOS HUMANOS V

Miércoles, 30/06/ 2021: 11:30 - 13:00

Presidenta de la sesión: Petra De Saá Pérez

ASSESSING THE IMPACT OF STRUCTURAL AND PSYCHOLOGICAL EMPOWERMENT ON ORGANISATIONAL PERFORMANCE IN GHANAIAN COMMERCIAL BANKS

Joseph Afram, Marta Mas-Machuca, Alba Manresa-Matas
Universitat Internacional de Catalunya (UIC), Spain

Relator: Jesús de Frutos Belizón

Abstract Objective: The study sought to examine the impact of the facets of structural and psychological empowerment on organisational performance in commercial banks in Ghana.

Theoretical framework: The proposed framework is that each of the facets of structural and psychological empowerment (access to opportunity, access to information, access to support, meaning, competence, impact) distinctively influences organisational performance.

Methodology: This paper is quantitative where the survey was employed as a main data collection instrument. Based on a sample of 301 employees, the proposed hypotheses are tested with SEM (EQS).

Results: The findings of the study showed a positive impact of access to information on organisational performance, but access to opportunity and access to support had no impact on organisational performance. Otherwise, competence cognition and impact cognition had a positive impact on organisational performance, but the meaning cognition presents none significance on organisational performance.

Implications: The findings of the study provide useful insight into how the structures of the banks and employee's condition of mind influence the organisational performance of the banking sector. This paper adds to the existing literature a deep analysis of the impact that the specific dimensions of structural and psychological have on organisational performance in the banking industry.

HOW DOES EMPLOYEES' COMPETITIVE ORIENTATION MAKE INFLUENCE ON FIRM'S SOCIAL WELFARE? A MICRO-FOUNDATIONAL VIEW

Manuel Bueno García¹, Blanca Delgado Marquez¹, Flore Bridoux², Alberto Aragón Correa¹

¹Universidad de Granada, España; ²Rotterdam School of Management

Relator: Joseph Afram

Strategy scholars have become increasingly interested in the influence of human capital on a firm performance, while at the same time scholars have called to broaden our view of firm performance to include value created for more stakeholders than only shareholders. Combining these two lines of literature, we use the employees' average rank levels at their previous employers to capture their competitive orientation, and so study the influence of competitive human capital on firm performance for stakeholders. Using a sample of 10,564 employees from 94 S&P100 companies, we found that having more employees who worked at higher rank levels positively affects a firm's social innovation; however, this employees' competitive orientation leads to a negative relationship with a firm's stakeholder engagement, and this negative effect is reinforced at higher level of pay dispersion in the firm. This paper provides different implications of the firm's human capital on stakeholders' engagement and a firm's social orientation, where the firm's pay structure plays a relevant role on leveraging the employees' incentives to increase their competitive orientation.

DETERMINANTES DE LA PRODUCTIVIDAD CIENTÍFICA EN EL CAMPO DEL MANAGEMENT: LA GESTIÓN DE EQUIPOS CIENTÍFICOS

Jesús de Frutos Belizón, Fernando Martín Alcázar

Universidad de Cádiz, España

Relatora: Nieves Lidia Díaz Díaz

La creciente importancia de los indicadores cuantitativos relacionados con la publicación para el desarrollo de las carreras académicas ha implementado la cultura de publicar o perecer, haciendo que el estudio de la productividad científica sea cada vez más relevante en la literatura. Este trabajo analiza los determinantes de la productividad científica de los académicos de gestión, basándose en determinadas variables de gestión



de equipos. En concreto, agrega sustancia empírica a la discusión al analizar el efecto de tres variables relacionadas con la gestión de un equipo científico sobre el desempeño de los miembros del equipo: (i) el estilo de liderazgo (orientado a tareas o relaciones); (ii) procesos de gestión del conocimiento; y (iii) las políticas de gestión del capital humano (políticas de adquisiciones y políticas de desarrollo). Para ello, el trabajo estudia el efecto moderador de estas variables sobre la relación entre capital humano y productividad científica, utilizando datos extraídos de una muestra de 162 académicos de la gestión. Los resultados del estudio tienen implicaciones interesantes para los líderes de los equipos científicos, ya que ofrece una guía para mejorar la productividad científica de sus miembros.

EL VALOR ESTRATÉGICO DE LOS RRHH EN LAS PYMES: ¿GASTO O INVERSIÓN EN TIEMPOS DE CRISIS?

Nieves Lidia Díaz Díaz, Petra De Saá Pérez

Universidad de Las Palmas de Gran Canaria, España

Relator: **Manuel Bueno García**

Este trabajo se centra en el valor estratégico de los RRHH en las pymes; considerando, si la inversión en RRHH se refleja en una mejor performance y, si la relación entre esas variables es igual en tiempos de crisis y postcrisis. Para ello, se realiza un estudio empírico a partir de una muestra de 8.500 pymes españolas en el período 2008-2018. Los resultados evidencian la existencia de una relación positiva no lineal y compleja entre la inversión en RRHH y la productividad de las pymes durante todo el período: niveles bajos a moderados de inversión en personal tendrán un efecto positivo y creciente en la productividad, niveles moderados producen un incremento menos que proporcional en la productividad y, cuando las pymes realizan una fuerte inversión, el aumento de la productividad es más que lineal. Esta relación se mantiene cuando se analiza el comportamiento de las pymes en el período de crisis (2008-2013), siendo lineal positiva durante el período postcrisis (2014-2018). Por lo tanto, según teoría de la empresa basada en los recursos, se concluye que aquellas pymes que invierten en sus RRHH, al considerarlo un activo estratégico, serán más productivas, tanto en períodos de turbulencia como de estabilidad económica.





GESTIÓN DE LA INNOVACIÓN INNOVATION MANAGEMENT

GESTIÓN DE LA INNOVACIÓN I

Martes, 29/06/ 2021: 8:30 - 10:00

Presidenta de la sesión: **María Dolores Alejo Ruiz**

ORGANIZATIONAL AGILITY, ENVIRONMENTAL KNOWLEDGE AND GREEN PRODUCT SUCCESS

José Rabal Conesa, Daniel Jiménez Jiménez, Micaela Martínez Costa

Universidad de Murcia

Relatora: **Silvia Donis Martínez**

• Objectives: The main objective of this study is to analyse the effect of organizational agility on environmental knowledge as an instrument to successfully develop eco-innovation.

• Theoretical framework: The necessary orientation towards sustainability invites companies to develop new green products that respect the environment and provide competitive advantages. Traditionally, new knowledge has become an essential element in every innovation process. In this article, we argue that organizational agility could enhance organizations to acquire new environmental insights that provide new insights for developing green products. The mediation of environmental knowledge and the complementarity of internal and external knowledge are the main arguments of this study.

• Methodology: The study used a cross-sectional design to collect data on the study variables from a sample of Spanish manufacturing organizations. Structural equations with PLS were used to test hypotheses.

• Results / implications: Organizational agility has a significant association with internal and external environmental knowledge. Internal environmental knowledge positively moderates the effect of external knowledge on the success of organic products. Innovation companies must provide organizational agility practices that promote environmental awareness for the success of new products.

THE DETERMINANTS OF ECO-INNOVATIONS AT THE COUNTRY LEVEL. AN ANALYSIS FOR OECD COUNTRIES

Silvia Donis Martínez, Jaime Gómez Villascuerna, Idana Salazar Terreros

Universidad de La Rioja, España

Relatora: **Aurore DARMANDIEU**

The main object of this paper is to study the determinants of eco-innovations worldwide. The rising world's temperature and the increase of natural disasters occurred in most recent years have increased the concerns about the sustainability of the economic activity. In this regard, ecological innovation has been gaining a special relevance in the past years. Despite this, countries are heterogeneous in terms of green patent activity. This provides us with an opportunity to understand its determinants and to offer a guidance on how to act for both, firms and governments. The study moves into this direction and tries to understand the institutional factors that would explain differences between countries regarding the number of eco-innovations. We test our hypotheses on data collected from PATSTAT. In particular, the study focuses on the green patent activity in countries belonging to the OECD for the period 2007-2015. The emphasis is placed on institutional factors and the results show that intellectual property rights, the effectiveness of the judicial system and protectionism are determining factors of eco-innovations.

ENVIRONMENTAL ENTREPRENEURIAL ORIENTATION AND GREEN HUMAN RESOURCE MANAGEMENT AS ANTECEDENTS OF ECO-INNOVATION LEADERSHIP

Ana Labella Fernández¹, Diego Vázquez Brust², Javier Martínez del Río¹, Rui Yang²

¹Universidad de Almería, España; ²University of Portsmouth, United Kingdom

Relator: **Jose Rabal Conesa**

Research in Eco-innovation has been steadily growing, but there are still many outstanding gaps in current understanding of factors influencing Eco-innovation. Our research looks at the role of human agency in Eco-innovation leadership. We draw in literatures in Environmental Entrepreneurship and Green Human Resources Management (GHRM) to articulate a theoretical framework conceptualizing econ-innovation as the confluence of top-down and bottom-up human agency. More specifically, we propose that a top-down factor - top managers environmental entrepreneurial orientation (EEO) – will be strongly related to Eco-innovation leadership and that GHRM mediates the influence of EEO in eco-innovation leadership. GHRM includes green human resource management practices that foster bottom-up processes of engagement of employees with environmental innovation (recruitment, training, appraisal, rewards) and green human resources practices that support an organizational climate that values environmental protection (culture and communication). We test our hypothesis using Structural Equation Modelling and primary data collected with two surveys in Spain. Our research contributes to innovation literature highlighting the key role played by entrepreneurial orientation and human resource management practices in Eco-innovation.

CIRCULARITY IN PROCESSES AND REDUCTION OF PRODUCTION COSTS IN EUROPEAN SMES: THE MODERATING EFFECTS OF ECO-INNOVATIVENESS AND GREEN JOBS

Aurore DARMANDIEU¹, Concepción GARCÉS-AYERBE², Antoine RENUCCI¹, Pilar RIVERA-TORRES²

¹ECM-LIREM, Univ Pau & Pays Adour, E2S-UPPA FR-64100 Bayonne, France; ²Faculty of Economics and Business, University of Zaragoza, Spain

Relatora: **Ana Labella Fernández**



- Objectives: This study investigates whether achieving a higher level of circularity in processes has positive effects on firms' production costs. It further explores the role of two moderators in this relation, namely eco-innovativeness in processes and green jobs.
- Theoretical background: The study draws on the framework of the Natural-Resource-Based View of the firm, as well as on more recent literature on process-related circular economy practices and eco-innovations.
- Methodology: In the first stage, a cluster analysis distinguished four groups among 13,117 SMEs based on their circular practices as stated in the Flash Eurobarometer 2017. In the second stage, we tested our hypotheses with four ordered probit models.
- Results/Implications: There is a gradual path towards Circular Economy among European SMEs, with the implementation of increasingly more circular practices. A higher level of circularity in processes achieved by European SMEs is related to a larger reduction in their production costs. Moreover, eco-innovativeness in processes positively moderates this relation. In contrast, the relative share of green jobs in SMEs' workforce negatively moderates the impacts of circularity on production costs. In practice, by engaging in circularity and eco-innovating, SMEs can contribute to the United Nations goals for Sustainable Development.

GESTIÓN DE LA INNOVACIÓN II

Martes, 29/06/ 2021: 10:00 - 11:30

Presidente de la sesión: Juan Gabriel Cegarra Navarro

RESTAURANTS ADOPTION OF CUSTOMER FACING TECHNOLOGIES. AN EXPLORATORY STUDY

Javier Lorente-Martínez, Julio Navío-Marco, Beatriz Rodrigo-Moya
UNED, España

Relator: Bartolomé Marco Lajara

- Purpose: Restaurants are a very specific type of retail that is undertaking the digital transformation changes with its own specificities. The objective of the paper is to offer a preliminary research on adoption of Customer Facing In Store Technologies (CFIST) in restaurants.
- Theoretical Framework: Based in the Technology-Environment-Organization model (TOE) we propose a simplified adoption model to conduct the field research.
- Methodology: A questionnaire based on the research model has been developed and its answers analysed by PLS-SEM method.
- Results/implications: Our findings show that perception of technology is a predictor of the intention to adopt CFIST technologies. This preliminary work, done with 41 restaurant owners, is the first of its kind and open the path for future researches in this field.

PRODUCT INNOVATION, HIDDEN INNOVATION AND OPEN CLIMATE IN SMES

María Isabel Barba Aragón, Ledian Valle Mestre
Universidad de Murcia, España

Relatora: Thais González Torres

- Objective: the objective of this study is to analyze the effect of an open innovation climate on hidden innovation and on radical and incremental product innovation.
- Theoretical background: traditionally it has been considered that to develop innovation projects it is necessary to have R&D departments, but SMEs can also be innovative if they are able to open up to external knowledge with an open innovation approach. This new theoretical perspective suggests the need for companies to open their doors abroad, thereby increasing external collaboration.
- Methodology: the data of 213 Spanish SMEs were analyzed through structural equation models (SEM) with the Partial Least Squares (PLS) approach.
- Results / implications: the results indicate that open innovation climate offers substantial competitive advantages to SMEs. An open innovation climate in SMEs has a favorable influence on product innovation (both incremental and radical), but the mediation effect of hidden innovation is also identified

DYNAMIC CAPABILITIES AND HOTEL PERFORMANCE: THE MEDIATING ROLE OF HOTEL INNOVATIONS

Bartolomé Marco-Lajara, Lorena Ruiz-Fernández, Pedro Seva-Larrosa, Javier Martínez-Falcó
Universidad de Alicante, España

Relator: Javier Lorente Martínez

COVID-19 has significantly and permanently affected the hospitality industry, especially hotel performance. Even before the pandemic, hotels managers were facing fundamental challenges related to the increasing pressure to become more digital, agile, and sustainable. The aim of this research is to analyze hotel management strategies in order to prove not only the high impact of dynamic capabilities on firm performance but also the mediation effect of hotel innovations. The research model is tested on a sample of 212 Spanish hotels applying variance-based structural equation modelling (partial least squares). The contributions can be used to encourage hotel managers on the importance of specific strategies to strengthen their resilience and survive in challenging environments such as the current one.



ALLIANCE PORTFOLIO AND BUSINESS INNOVATIONS IN HOSPITALITY FIRMS: DOES PARTNER DIVERSITY MATTERS?

Thais González-Torres, Eva Pelechano-Barahona, Fernando Enrique García-Muiña
Universidad Rey Juan Carlos, España

Relatora: María Isabel Barba Aragón

Innovation is a potential source of differentiation and competitive advantage for hospitality firms. However, the dynamism of the environment forces hotel operators to simultaneously collaborate with multiple and diverse partners, in order to provide the accommodation service and develop innovation activities while being efficient. The benefits obtained considering the complete structure of relationships are superior to those addressing only individual alliances. Bearing this in mind, this study empirically tests how the diversity among the agents attributes within the alliance portfolio may affect to the introduction of business innovations. It is also analyzed whether the previous experience in collaboration of the hospitality firm moderates this relationship. The results reveal that hospitality firms must design their partner configuration according to the type of innovation to be introduced, focusing mainly on areas such as service and marketing.

GESTIÓN DE LA INNOVACIÓN III

Martes, 29/06/ 2021: 15:30 - 17:00

Presidenta de la sesión: Eva Martínez Caro

MANAGING KNOWLEDGE FOR INNOVATION IN SUSTAINABILITY THROUGH DYNAMIC CAPABILITIES

Francisco Puig Blanco², Marcelo Cordeiro¹, Lorena Ruiz-Fernandez³

¹Centro Universitário de Brasília, IBMEC (Brazil); ²Universitat de Valencia, España; ³Universidad de Alicante (Spain)

Relator: Enrique Acebo Moral

While the dynamic capabilities research has been seen as one of the most vibrant topics in the field of strategic management, scholars have recently stressed that dynamic capabilities continue to be underrated because their effect on innovation strategy has not been adequately explored. This is a big challenge in turbulent times where adaptation and resilience are critical aspects of business survival.

In this paper, we review some of the main problems that limit its understanding, and offer a new theoretical and practical solution, emerged from an in-depth case study of successful technological innovation. This solution shows capabilities as manageable collective processes and mechanisms that, performance universal results: they develop specific knowledge functions and interdependent products related to sensing, seizing, transforming, and routinizing of opportunities.

This paper fills the literature gap with a practical approach to what dynamic capabilities are and how they are made effectively operational by studying an illustrative case of innovation in sustainability (from just ethanol and sugar-production to an effective biomass plant). The most significant contributions include creating and executing a visual mapping capability according to their general functions, which can be used in other firms interested in being more effective in optimizing their results.

HOW OPEN INNOVATION PRACTICES DRIVE INNOVATION PERFORMANCE: A MODERATED-MEDIATION EXAMINATION OF THE INTERPLAY BETWEEN OVERCOMING SYNDROMES AND CAPABILITIES

María Isabel Roldán Bravo¹, Antonia Ruiz Moreno², Francisco Javier Llorens Montes³, Alejandro García García⁴

¹Universidad de Jaén, España; ²Universidad de Granada, España; ³Universidad de Granada, España; ⁴Universidad de Granada, España

Relatora: María Isabel González Ramos

This paper investigates whether and under what conditions open innovation drives innovation performance in the financial sector. To achieve this goal, the paper first analyzes in depth the indirect effect of overcoming two attitudinal mediators: Not-Invented-Here (NIH) syndrome and Not-Sold-Here (NSH) syndrome. It then uses dynamic capabilities theory to hypothesize that this indirect effect is moderated by absorptive and desorptive capabilities, respectively. The results confirm both the indirect effect of overcoming NIH syndrome on the relationship between outside-in open innovation and innovation performance, and the indirect effect of overcoming NSH syndrome on the relationship between inside-out open innovation and innovation performance. The study also confirms that absorptive capacity moderates the indirect effect between outside-in open innovation practices and innovation performance through the overcoming of NIH syndrome and that desorptive capacity moderates the indirect effect between inside-out open innovation practices and innovation performance through the overcoming of NSH syndrome.

DIFFERENT TYPES OF EXTERNAL COLLABORATION AND PRODUCT INNOVATION: THE MODERATING ROLE OF ABSORPTIVE CAPACITY

Enrique Acebo, José-Ángel Miguel-Dávila, Mariano Nieto

Departamento de Dirección y Economía de la Empresa. Universidad de León, España

Relatora: Aída del Cubo Molina

Open innovation encourages firms to cooperate with different types of external organizations to explore and exploit new knowledge. Theoretically, the combination of different sources of knowledge has been regarded as complementary to business innovation. However, empirically several studies have shown the existence of substitutive effects and diminishing effects.

In this paper, we analyse the existence of complementarity between scientific and supply-chain cooperation on firms' innovation. We argue that the complementarity or substitutability of external collaborations linked to a specific innovation mode is determined by the firm's absorptive capacity.



We analyse an unbalanced panel of 11,703 innovative Spanish firms, covering the period 2006–2016. Our results show that firms which have a strong absorptive capacity reach a complementary effect on firms' product innovation collaborating with both partners simultaneously. However, firms which do not have enough absorptive capacity suffer from substitutive effects; these firms innovate less than firms which collaborate with only one type of partner.

Our conclusions argue that a combination of firm capabilities and open environments is needed to boost innovation and that scholars and managers have to take into account internal and external dimensions in their analyses and practises to achieve correct results.

THE RELATIONSHIP BETWEEN EXPLORATORY/EXPLOITATIVE INNOVATION AND CSR: EFFECTS ON INNOVATION PERFORMANCE

M^a ISABEL GONZALEZ RAMOS, MARIO J. DONATE MANZANARES, FATIMA GUADAMILLAS GOMEZ

Universidad de Castilla La Mancha, España

Relator: **Francisco Puig Blanco**

Firms engage in innovation activities to attain competitive advantages and superior rents, but particular aspects affect knowledge exploration and exploitation innovation strategies, especially when a company is strongly committed to Corporate Social Responsibility (CSR) initiatives. This study analyses exploratory or exploitative innovation strategies and the company's CSR commitment as determinants of product and process innovation performance. From knowledge-based and stakeholders' theories a structural equations model of relationships is established and statistically tested through Smart PLS in a sample of Spanish firms from the renewable energy sector. Findings suggest that exploitative innovation causes a great company's commitment with the economic dimension of CSR, while exploratory innovation contributes significantly to develop greater commitment to social and environmental dimensions. Moreover, the social dimension of CSR is strongly associated to product innovation, while the economic dimension of CSR contributes in a greater extent to process innovation. Our study provides new insights about the relationship between exploratory and exploitative innovation strategies and the three dimensions of CSR as determinant of innovation performance.

OPEN INNOVATION IN MATURE INDUSTRY: VALUE-CREATING ALLIANCES IN SMES

Aída del Cubo Molina, Carmen Cabello-Medina, Ana Pérez-Luño

Universidad Pablo de Olavide, España

Relatora: **María Isabel Roldán Bravo**

The use of Open Innovation (OI) as a driver of business performance is of mayor interest. However, research with this approach tends to focus on high-tech industries. For both reasons, this research develops a contingent path model analysing how OI, together with entrepreneurial orientation (EO) and managers' sensation seeking (SS), influence innovation performance (in terms of product and management innovation) and if such innovation performance is determinant of firm's performance in a traditional or low-tech industry. Hypotheses are tested via regression analysis with interaction effects in a sample of 108 SMEs wineries from Spain, using both objective and subjective firm performance data. Our aim is to analyse such relationships in order to contribute to the general innovation literature, OI literature, Strategic Leadership literature and EO literatures. Practical implications for winemakers, political institutions and practitioners in general are also highlighted.





INTERNACIONALIZACIÓN INTERNATIONALISATION

INTERNACIONALIZACIÓN I

Martes, 29/06/ 2021: 13:00 - 14:15

Presidente de la sesión: **Francisco García Pérez**

HOW MULTINATIONALITY INFLUENCE THE INTERMEDIATE IMPORTS-INNOVATION PERFORMANCE RELATIONSHIP

Marisa Ramírez Alesón

Universidad de Zaragoza, España

Relatora: **Alicia Rodríguez Márquez**

- **Objetivos:** Analizar si la importación de bienes intermedios contribuye a mejorar el resultado innovador de las empresas, según sean multinacionales o no. Además se estudia si la propiedad de la MNE afecta a esta relación.
- **Marco teórico:** Basándose en los enfoques de imperfección del mercado, economía de los costes de transacción y el enfoque basado en el conocimiento, las MNEs y las empresas domésticas difieren en las configuraciones de sus competencias y capacidades internacionales, que influyen en el aprendizaje y la explotación de su actividad de importación. Se espera que la importación de bienes intermedios tenga un efecto positivo mayor en el resultado innovador para las MNEs.
- **Metodología:** Se aplica un probit panel con errores robustos (cmp) a 13385 observaciones de la ESEE durante 2006-2016.
- **Resultados:** Las actividades de importación son canales importantes para obtener un resultado innovador pero su efecto difiere dependiendo de si son MNE o no y del tipo de innovación. Este efecto dependerá también de la propiedad de la empresa (doméstica/extranjera). “Ser doméstica” (nacional/MNE) es un mejor determinante que “ser multinacional” en la innovación de producto. Para la innovación de proceso es mejor ser una MNE independientemente de su propiedad.

INTERNATIONAL SOURCING AND THE PRODUCTIVITY OF SMEs IN TRANSITION COUNTRIES: FORMAL AND INFORMAL ‘REGION EFFECTS’ AND COMMUNIST FOOTPRINT

María Jesús Nieto Sánchez, Alicia Rodríguez Márquez, Virginia Hernández Paz

Universidad Carlos III de Madrid, España

Relator: **Francisco Puig Blanco**

We study how small and medium-sized firms in transition countries can boost productivity by sourcing inputs from regions with which they share formal institutional links (such as EU countries) or informal links (such as other former communist-bloc countries). Additionally, we discuss how the length of the communist footprint may modify these productivity gains—weakening them in the case of inputs from regions with formal links and strengthening them in the case of regions with informal links. Based on a sample of 3,003 SMEs located in Eastern Europe, we find a positive relation between firm productivity and inputs from regions with formal and informal institutional links. We also find that this positive relation is weaker for firms with longer communist footprints that source inputs from EU countries.

EXPANSIÓN, REFLOTAMIENTO Y LIQUIDACIÓN DE UNA MULTINACIONAL. LECCIONES DEL FRACASO DE FED

Francisco Puig Blanco¹, Imanol Basterretxea², Asier Arbizu³

¹Universitat de Valencia, España; ²Universidad del País Vasco UPV/EHU, Bilbao, España; ³Auditor (BSK). Bilbao (España)

Relatora: **Marisa Ramírez Alesón**

Las empresas multinacionales se expanden para incrementar las ventas, mejorar la productividad de su cadena de valor y sacar más provecho a sus capacidades. Dicha expansión contribuye positivamente a generar empleo y desarrollo económico. En sectores maduros como el de los electrodomésticos dicha estrategia es una cuestión de supervivencia, pero también es un factor de riesgo y mortalidad. Cuando fracasa deja importantes lecciones escasamente estudiadas.

El objetivo de este trabajo es analizar desde la perspectiva de la economía forense cómo la estrategia internacional influyó en el colapso de la que llegó a ser la empresa cooperativa más grande del mundo (Fagor Electrodomésticos –FED–). Para ello usamos como metodología el caso de estudio y analizamos longitudinalmente (1999-2013) diferentes datos contables, informes internos y entrevistas a directivos y expatriados claves. Nuestro trabajo evidencia que, errores en las principales decisiones de expansión, desajustes entre la estrategia competitiva y el entorno, y lentitud en las medidas de reflotamiento implementadas, produjeron una negativa espiral de resultados que desembocó en un concurso de acreedores, que supuso la antesala de su liquidación. Nuestra contribución es para un tema escasamente analizado como es el del reflotamiento de multinacionales y cuestiona si la desaparición de FED pudo haberse evitado.





GESTIÓN DEL CONOCIMIENTO KNOWLEDGE MANAGEMENT

GESTIÓN DEL CONOCIMIENTO I

Lunes, 28/06/ 2021: 17:00 - 18:30

Presidente de la sesión: **Juan Gabriel Cegarra Navarro**

AGRUPACIÓN DE RESTAURANTES DE ALTA COCINA A PARTIR DE CONFIGURACIONES DE CAPITAL INTELECTUAL AMBIDIESTRO

SUSANA FERNÁNDEZ PÉREZ DE LA LASTRA, GONZALO SÁNCHEZ GARDEY

Universidad de Cádiz, España

Relator: **Carlos Rodríguez García**

Objetivos– El objetivo de este artículo es analizar los mecanismos para la construcción de ambidestreza en función de las dimensiones del capital intelectual. Específicamente, la investigación se centra en determinar qué mecanismos utilizan los restaurantes de alta cocina españoles para la generación de ambidestreza organizativa.

Marco teórico – En esta investigación se construye un marco teórico fundamentalmente a partir de la literatura de capital intelectual y del capital intelectual.

Metodología – Se utiliza un análisis clúster para clasificar los restaurantes en función de los mecanismos que utilizan. Asimismo, se realiza un análisis descriptivo a cada conglomerado para establecer las diferencias existentes entre ellos.

Resultados/implicaciones – Se identifica tres conglomerados de restaurantes de alta cocina españoles, caracterizados principalmente por distintos grados de ambidestreza organizativa que desarrollan. Se demuestra que los diferentes mecanismos son complementarios entre sí. Los resultados indican que se puede identificar a empleados ambidiestros (capital humano generalista) que pueden generar ambidestreza organizativa. También a empleados especialistas, para la integración de cocineros especializados tanto en exploración como en explotación, mediante políticas asociadas a la construcción de capital social.

A BIBLIOMETRIC ANALYSIS OF ENVIRONMENTAL KNOWLEDGE IN HOSPITALITY: AN OUTLOOK FROM KM PERSPECTIVE

Aurora Martínez-Martínez¹, Juan-Gabriel Cegarra-Navarro¹, Jesús-Manuel Cobo-Martín², Tiphaine de Valon³

¹Universidad Politécnica de Cartagena, España; ²Universidad de Cádiz, España; ³Coventry University, UK

Relatora: **Susana Fernández Pérez de La Lastra**

- The purpose of this study is to provide an understanding of the ongoing research by examining the current status, development and future research directions, taking into account the main general evolution areas in this field, through a systematic review methodology using a bibliographic database.

- Environmental knowledge is a grown interest in the sustainability issue due the importance of environment and knowledge. Besides, considering tourism is one of the biggest employers and sector of economic development, environmental knowledge in hospitality represents a worldwide challenge.

- This work analyses how research into environmental knowledge in hospitality have evolved over the period 1994-2019 with a longitudinal study of 25 years. The current work reviewed 717 documents collected from the Web of Science (WoS) Core Collection database and analysed with Science Mapping Analysis Software Tool (SciMAT).

- The results identify the development status and the leading trends in terms of impact, main journals, papers, topics, authors, and countries. This paper contributes significantly to the existing literature and provides future research plans in the field.

EXAMINING KNOWLEDGE TRANSFER AND NETWORKS: AN OVERLOOK THROUGH THE LAST TWENTY YEARS

Marta Ferrer-Serrano, Lucio Fuentelsaz, María Pilar Latorre-Martínez

Universidad de Zaragoza, España

Relatora: **Aurora Martínez-Martínez**

- Theoretical background: Knowledge transfer (KT) has been the subject of debate in the academic literature in recent decades but it is only in recent years that researchers have focused on it. Its apparent beneficial effect on innovative potential and business performance has generate interest. The need to establish collaborative network relationships to achieve effective KT has led to a large volume of studies that attempt to identify how collaborative networking influences KT processes.

- Objectives: However, papers linking KT and networks have not been systematized to date. This is why there is a gap in the KBV literature stream that this research attempts to cover.

- Methodology: Therefore, in this study, we carry out a systematic literature review (n = 191) based on PRISMA guidelines for the period 2000-2020.

- Results/implications: We present the main results to date, showing how far the research with the greatest impact has come. This study shows how the analysis of KTs and collaboration networks is an area of research without being exhaustive, which requires more in-depth analysis at certain points. In addition, we propose future lines of research that may cover gaps in the coming years, as well as implications for administrators and policy makers.



LA RELEVANCIA DE LOS MAPAS DE CONOCIMIENTO EN EL DISEÑO DE POLÍTICAS REGIONALES EN CAMBIO CLIMÁTICO

Carlos Rodríguez García, Xosé H. Vázquez Vicente, Gloria Caballero Fernández, Adela García Pintos
Universidade de Vigo, España

Relatora: Marta Ferrer Serrano

Generar y difundir conocimientos específicos sobre cambio climático (CC) es fundamental para los responsables políticos regionales. Les permite abordar las particularidades socioeconómicas y fisiográficas regionales, encontrar el equilibrio adecuado entre políticas de mitigación y adaptación y brindar transparencia en la gobernanza para hacer frente a la presión de las partes interesadas que buscan inmunidad frente a las políticas de mitigación. En este artículo discutimos las lecciones aprendidas en un estudio de caso en una región con una estrategia de CC recientemente aprobada, donde la mayoría de los outlines del IPCC son relevantes (Galicia, España). Sugerimos una hoja de ruta con procedimientos concretos para construir el mapa de conocimiento. Además, más allá de la metodología práctica, nuestro trabajo ilumina cómo políticos y científicos pueden alinearse en la identificación y priorización de áreas clave de conocimiento para afrontar los desafíos regionales que plantea el CC. Nuestros hallazgos incluyen cómo revelar esfuerzos desiguales en el desarrollo de conocimiento en mitigación y adaptación que podrían favorecer políticas sesgadas. Finalmente, mostramos cómo un mapa de conocimiento puede guiar a los responsables de la formulación de políticas a asignar recursos públicos para apoyar la investigación de acuerdo con su relevancia para afrontar los desafíos del CC.





MARKETING

MARKETING I

Lunes, 28/06/ 2021: 8:30 - 10:00

Presidenta de la sesión: **Laura Martínez-Caro**

SI NO PUEDES CON EL SHOWROOMER, ÚNETE A ÉL

Nuria Viejo Fernández¹, María José Sanzo Pérez²

¹Universidad de Oviedo, España; ²Universidad de Oviedo, España

Relatora: Paula Bitrián Arcas

El consumidor actual es omnicanal, multidispositivo y sin horarios. Interactúa con las empresas utilizando indistintamente los canales online y offline durante las distintas etapas que componen el proceso de compra para tomar la mejor decisión y espera, como resultado, una experiencia homogénea con independencia del canal utilizado. En este nuevo escenario, el comportamiento showrooming emerge como una tendencia creciente que los minoristas suelen considerar como una amenaza que afecta negativamente a sus negocios físicos. El objetivo de este trabajo consiste en analizar si el consumidor showroomer, comparado con un consumidor que no visita la tienda física previamente a la adquisición del producto, paga un precio online más elevado. Para ello, se utilizó la base de datos elaborada por GfK España que contiene información detallada sobre el proceso de compra de 4.067 clientes que han adquirido productos de diferentes sectores minoristas. Los resultados derivados de la estimación de varios modelos de Regresión Lineal Múltiple obtenidos con el programa STATA 12 revelan que los showroomers que utilizan sus smartphones dentro de las salas de venta son más propensos a comprar productos de mayor precio, lo que explica por qué estos clientes pueden ser de especial interés para los minoristas.

ARE YOUTUBE AUDIENCES CONNECTED? AN ANALYSIS ON VIDEO IMPACT DYNAMICS OF WORLD-CLASS UNIVERSITIES

Germán López-Buenache¹, Ángel Meseguer-Martínez², Alejandro Ros-Gálvez¹, Alfonso Rosa-García³

¹Universidad Católica San Antonio de Murcia; ²Universidad de Castilla-La Mancha; ³Universidad de Murcia

Relatora: Nuria Viejo Fernández

Purpose:

We study whether the audience dynamics of world-class universities in YouTube are interconnected and whether centrality in the network generated by such interconnections is related to the prestige of the university.

Theoretical framework:

The behavior of audiences on YouTube has become an important subject of research. However, in the academic field, there is a lack of research on how universities disseminate their contents and get an answer from the audience. Additionally, although Granger causality networks have been widely used in different disciplines, these networks have not been applied neither to online video interactions nor to online social media.

Method:

We study whether the audience dynamics of a university is caused in the sense of Granger by the audience dynamics of the other. On this basis, we unveil a network of audience dynamics among these universities. Then, core-periphery universities are identified and their centrality related to university prestige.

Result/implications:

This study identifies connections among audiences of universities on YouTube. The results unveiled the existence of a network of connections among audience dynamics and that centrality in such network is closely associated to university prestige, but this relation is mediated by the online video impact.

GAMIFICACIÓN PARA LA MEJORA DE LA SALUD: UN ESTUDIO SOBRE LA MOTIVACIÓN EN LAS APPS DE DEPORTE

Paula Bitrián Arcas, Isabel Buil Carrasco, Sara Catalán Gil

Universidad de Zaragoza, España

Relatora: María de la Soledad Zapata Agüera

-Objetivos: Este estudio busca analizar el efecto de diferentes elementos de juego en la satisfacción de las necesidades psicológicas básicas de competencia, autonomía y relación, y el impacto de éstas en la motivación autónoma y las percepciones de salud física, mental y social de los usuarios de apps gamificadas de deporte.

- Marco teórico: Este trabajo toma como base teórica la teoría de la autodeterminación.

- Metodología: Se ha realizado un estudio de mercado en Estados Unidos, utilizando una encuesta dirigida a usuarios de la app Fitbit a través de Mturk. El contraste de hipótesis se ha llevado a cabo utilizando la metodología de ecuaciones estructurales, a través de la técnica de mínimos cuadrados parciales.

- Resultados/implicaciones: Los resultados muestran que es fundamental que la app gamificada satisfaga las necesidades de competencia, autonomía y relación de los usuarios para conseguir una mayor motivación autónoma que les lleve a percibir una mayor salud física, mental y social. Para favorecer los sentimientos de competencia y autonomía, la app debe incluir elementos de juego relacionados con el logro, mientras que la sensación de relación se conseguirá promover a través del uso de elementos de logro, sociales y de inmersión.



LA INFLUENCIA EN EL CONSUMIDOR DEL PATROCINIO DEPORTIVO COMO HERRAMIENTA DE LA RESPONSABILIDAD SOCIAL CORPORATIVA

María de la Soledad Zapata Agüera, Laura Martínez Caro
Universidad Politécnica de Cartagena, España

Relator: Alejandro Ros Gálvez

El objetivo de esta investigación es demostrar que las acciones que llevan a cabo las organizaciones relacionadas con la responsabilidad social corporativa (RSC) a través del patrocinio deportivo generan una actitud positiva hacia el espónsor y mejoran la intención de compra. De hecho, y según Nielsen (2015), cuatro de cada diez consumidores prefieren pagar más por los productos de empresas que realizan RSC. El estudio se centra en un evento deportivo de gran envergadura como son los juegos olímpicos, y a través de análisis confirmatorio, se comprueba que la percepción de la buena voluntad es la pieza clave para que el patrocinio sea un éxito, ya que actúa como mediador entre la actitud hacia el patrocinador y la intención de compra. Este planteamiento es novedoso ya que en investigaciones previas la buena voluntad era considerada una variable endógena, pero no hay evidencia empírica de esta como variable mediadora entre la actitud hacia el espónsor y la intención de compra.

MARKETING II

Lunes, 28/06/ 2021: 17:00 - 18:30

Presidenta de la sesión: Noelia Sánchez Casado

THE EFFECTS OF AUTONOMY ON USER'S EXPERIENCE. DOES THE TYPE OF USE MATTER?

Laura Lucia-Palacios, Raúl Pérez López
Universidad de Zaragoza, España

Relator: Miguel Ángel Moliner Tena

Research goals: This paper aims to analyse whether the effects of autonomy of smart home voice assistants on the users' experience can vary depending on their type of use, differentiating between entertainment and inquiries, and control of other devices.

Theoretical framework: The paper conceptualizes through previous literature on smart products and adoption of new technologies and uses the Assemblage Theory Approach. SEM was applied to analyse test the hypotheses.

Methodology: An online questionnaire was conducted in 2019 and 607 valid responses were obtained.

Results/implications: The main results indicate that when the product is used for controlling other devices, autonomy has a positive effect on the user's experience creating utilitarian, emotional and social image value, while if the product is not used for that purpose, autonomy only creates emotional and social image value. Additionally, the way that autonomy generates that value for the users is also different. The research offers important implications for communication and improvement of smart home voice assistants.

HOW TO IMPROVE THE INNOVATION DEVELOPMENT PROCESS IN SERVICE FIRMS

Primitiva Pascual Fernández¹, Leticia Santos Vijande¹, José Ángel López Sánchez², Mar Gómez Rico³, Arturo Molina Collado³

¹Universidad de Oviedo; ²Universidad de Extremadura; ³Universidad de Castilla la Mancha, España

Relator: Raúl Pérez López

Despite the importance of the new service development process (NSDP) for new service (NS) success, very little is known about the drivers of the NSDP excellence, that is, the execution of the NSDP avoiding the omission of any important stage and guaranteeing a minimum of excellence in the execution of each stage. This study analyzes the role of hotels innovative culture, hotels market orientation, and top management support to the NS project as antecedents of NSDP excellence. In this way, our research delves into the analysis of the relationships among organizational and project level predictors of success in service innovation. Results suggest that both hotels' innovative culture and market orientation have a positive impact on NSDP excellence, although the strongest effect on NSDP excellence is exerted by top management support to the NS project. As expected, NSDP excellence benefits the operational and market performance of service innovation. Multi-group analysis does not reveal any significant differences in the results obtained between different types of service innovation.

THE UNIQUE ROLE OF CUSTOMER EXPERIENCE VARIABILITY AND MARKET TURBULENCE IN CUSTOMER RETENTION

Jesús Cambra Fierro¹, Lily {Xuehui} Gao², Iguácel Melero Polo², Andreea Trifu²

¹Universidad Pablo de Olavide, España; ²Universidad de Zaragoza, España

Relatora: María Leticia Santos-Vijande

• **Purpose:** Firms invest in customer experience in the expectation that these investments will ultimately provide positive financial returns. In practice, however, customers are continuously exposed by the changes occurring in their personal perceptions of customer experience and market surroundings. The purpose of this research is to determine to what extent variability in customer experience and market turbulence affect customer retention.

• **Theoretical framework:** Based on social exchange theory, we propose a conceptual framework assessing the effects of customer experience, its variability, and market turbulence on customer retention, including the moderating effect of relationship age.



- **Methodology:** Using a unique and comprehensive dataset containing customer-level and market-level information for a sample of 13,761 customers covering all firms in the telecom market for two different services in a European country, we empirically test the proposed framework by applying multilevel modeling techniques.
- **Results/implications:** The results offer novel insights into the effects of customer experience and market turbulence on customer retention. This study further reveals that the roles of customer experience variability and market turbulence become weaker when there is a long-term relationship between customers and firms. This study can help firms optimize their allocation of resources to retain their customers.

EL ENGAGEMENT Y LA LEALTAD DEL CLIENTE EN EL SECTOR BANCARIO MINORISTA

Miguel Ángel Moliner Tena, Diego Monferrer Tirado, Marta Estrada Guillén
Universitat Jaume I, España

Relatora: **Andrea Trifu**

- **Objetivos:** El objetivo de esta investigación es establecer la relación que existe entre el engagement y la lealtad del cliente en un contexto de banca minorista.
- **Marco teórico:** se plantea un modelo causal en el que el engagement del cliente es una variable mediadora entre tres antecedentes (satisfacción, conexión con la marca y emociones generadas durante la prestación del servicio) y una consecuencia (lealtad del cliente).
- **Metodología:** el modelo se contrasta en una muestra de 1790 clientes de 358 sucursales.
- **Resultados/implicaciones:** Los resultados muestran la gran relación que existe entre el engagement y la lealtad del cliente. La satisfacción es el antecedente más importante del engagement, mientras que las dos variables emocionales (conexión con la marca y emociones generadas durante la prestación del servicio) ejercen una influencia significativa.

ATTACHMENT STYLES AND RELATIONAL MARKETING RESULTS: THE MEDIATING ROLE OF BRAND LOYALTY IN THE ISRAELI MOBILE MARKET

Smadar Frydman, Miguel Ángel Moliner Tena
Universitat Jaume I, España

Relator: **Juan Pedro Mellinas-Cánovas**

Objective: The main objective is to use attachment styles theory to explore brand loyalty in a relational service context, using the Israeli mobile market as a case study.

Theoretical framework: Attachment theory focuses on the primary link between maternal loss or deprivation and later personality development. The theory was extended to adult life and to commercial contexts. Three attachment styles (secure, avoidant and anxious) were used as the independent variables, commitment and trust were the mediating variables, intention to stay and cooperation were the dependent variables.

Methodology: A random sample of 1024 participants took the survey online. Pearson correlations to examine the associations between the study's variables, and Structural Equation Modeling (SEM) was conducted both to measure the validation of the constructs through Confirmatory Factor Analysis (CFA), and to assess the hypothesized model, as a single theoretical structure, using path analysis.

Results: Associations were found between most of the study variables. Significant mediation effects were found between attachment styles and the dependents variables through the mediators.

Implications: The model and findings were able to prove that primary psychological traits play a role in the creation and maintenance of brand loyalty.





DIRECCIÓN OPERACIONES Y TECNOLOGÍA
OPERATIONS AND TECHNOLOGY
MANAGEMENT

DIRECCIÓN OPERACIONES Y TECNOLOGÍA I

Lunes, 28/06/2021: 8:30 - 10:00

Presidente: Ángel Martínez-Lorente

SUSTAINABILITY IMPROVEMENT THROUGH SUPPLY CHAIN STRATEGIES ADOPTION: A PRACTICAL CASE

Rocío Ruiz-Benítez, Cristina López Vargas

Universidad Pablo de Olavide, España;

Relator: Fernando J. León Mateos

Objectives: This paper aims to help managers in the decision-making process of improving sustainability by implementing lean and resilient supply chain strategies. Under budgetary constraints, it becomes especially important to take advantage of the existing synergies between practices to decrease the total implementation cost.

Theoretical framework: Lean and Resilient supply chain strategies have a positive impact on sustainability performance. Additionally, there exist a positive relationship between practices pertaining to both strategies, that is, some of the practices facilitate the implementation of other practices. Methodology: A mathematical model that improves the company's sustainability level while maximizing the future impact of the present implementation is developed. The model takes advantage of the existing relationship between practices that have been identified in the literature with the objective of increasing the efficiency of the practices' implementation sequence.

Results/implications: A particular instance is solved for the aerospace sector. Needed data regarding impact and relationship matrices between practices is borrowed from the literature. Results imply that a different sequence should be implemented depending on the sustainability dimension that is to be improved, and improvements in all the sustainability dimensions are reported but in a different rate.

IMPLEMENTACIÓN DEL BRC-SG: ESTUDIO COMPARATIVO DESDE LA PERSPECTIVA DE LA TEORÍA INSTITUCIONAL

Dora Lucia Rincón Ballesteros, Javier González Benito, Gustavo Lannelongue

Universidad de Salamanca, España;

Relator: Ángel Martínez-Lorente

La seguridad alimentaria es un aspecto importante en las empresas agroalimentarias, sin embargo, existen diferentes campos organizaciones que determinan la conducta de las mismas y el nivel de institucionalización. Así, el objetivo de este estudio es explorar las relaciones entre las motivaciones y el nivel de implementación del sistema de gestión de seguridad alimentaria (SGSA) de dos campos organizacionales diferentes. Para ello se recolectó información de empresas certificadas en BRC-GS a través de un cuestionario online. La información se analizó con un modelo de ecuaciones estructurales multigrupo para explorar como las variables en diferentes entornos institucionales.

El análisis mostro que el entorno institucional donde se ubique la empresa modera la relación entre las motivaciones y el nivel de implementación del SGSA. Así, en Europa el nivel de implementación se ve afectado de forma positiva y significativa, por las motivaciones éticas. Mientras que en Latinoamérica el nivel de implementación se ve afectado de forma positiva por las motivaciones comerciales y de forma negativa por las motivaciones de legitimidad.

Es uno de los primeros estudios que analiza comparativamente empresas que implementan SGSA ubicadas en Europa y en Iberoamérica.

ACHIEVING HIGHER PERFORMANCE THROUGH COOPETITION IN BUSINESS ECOSYSTEMS: THE MEDIATING ROLES OF ABSORPTIVE CAPACITY AND SUPPLY CHAIN AGILITY

Marta Riquelme-Medina, Vanesa Barrales-Molina, Francisco Javier Llorens-Montes

Universidad de Granada, España;

Relator: Antonio Sartal Rodríguez

Purpose: To improve understanding of the mechanisms that enable firms to manage the contradictory forces of coopetition (i.e. simultaneous cooperation and competition) and achieve superior performance in business ecosystems. In particular, we examine the effects of two mediators –absorptive capacity and supply chain agility– on the relationship between coopetition and performance.

Framework: we adopt a capability-based approach to examine the concept of coopetition within Operations Management (OM) thereby providing a basis for understanding cooperative relationships through absorptive capacity and supply chain agility. Moreover, we analyse business ecosystems literature, where coopetition naturally occurs but implies a risky strategy.

Design/methodology/approach: Primary data collected from 214 firms hosted in tech-cities is analysed using regression analysis with bootstrapping to test four hypotheses.

Findings/implications: The data does not support a direct, positive relationship between coopetition and firm performance. Rather, coopetition is associated with both higher absorptive capacity and supply chain agility, which relate to higher levels of firm performance. Through coopetition, firms can gain crucial knowledge to increase absorptive capacity, which appears to be a key capability for enhancing supply chain agility into superior performance. Overall, it provides a basis for understanding how firms achieve superior performance when they maintain cooperative relationships in business ecosystems.



DIRECCIÓN OPERACIONES Y TECNOLOGÍA II

Lunes, 28/06/2021: 15:30 - 17:00

Presidente de la sesión: **José-Ángel Miguel Dávila**

SHARING ECONOMY PLATFORMS AS LOGISTICS CENTERS: BIBLIOMETRIC APPROACH

Cristina Pérez Pérez, Diana Benito-Osorio, Susana María García-Moreno

Universidad Rey Juan Carlos, España

Relatora: **Rocío Ruiz Benítez**

This paper aims to provide an overview of the relationship between the sharing economy platforms and logistics. Based on a bibliometric study, the evolution of the relation between the terms is explained. The methodology used in this paper is a bibliometric study of the keywords used in the literature. The sample was downloaded from the Web of Science and processed with the VOSviewer software. A co-occurrence of keywords was run over the sample to analyze the evolution of the field. The sharing economy model success is directly related to the use of online platforms, which act as online warehouses of the resources that the community of users is willing to share. Those platforms are responsible for letting the users have enough information and security to undertake the exchange. The sharing economy and the platforms have been related since the very beginning of the sharing movement, being now indispensable for its effective functioning. This paper is one of the first bibliometric studies that analyze the relationship between the sharing economy and the platforms, everything analyzed from a logistics perspective.

SUPPLY CHAIN FLEXIBILITY'S POWER ROLE ON BEST BUSINESS PERFORMANCE IN LEAN PRODUCTION AND MASS PERSONALIZATION CONTEXTS

Juan Manuel Maqueira Marin¹, Luciano Romualdo Novais², Sebastián Bruque Cámara¹

¹Universidad de Jaén, España; ²Universidad Politécnica de Valencia

Relatora: **Dora Lucia Rincón Ballesteros**

This paper analyzes the role played by Supply Chain Flexibility in Lean Production and Mass Personalization implementation environments. A theoretical model, with 6 hypotheses, is submitted to empirical contrast with data from a survey of 260 companies. The analysis of the data by means of Structural Equations Models shows the preponderant role of Supply Chain Flexibility in this context, to obtain a best business performance. In this sense, the results show that in the absence of Supply Chain Flexibility, Lean Production directly impacts on Mass Personalization and business performance. But when flexibility is present, Supply Chain Flexibility is what manifests a powerful effect on Mass Personalization and business performance, which eclipses the direct effect of Lean production on these variables. Moreover, in this case, the results of the investigation also show that Lean Production is an antecedent of the Supply Chain Flexibility.

THE ROLE OF SUPPLY RELATIONSHIPS IN LEAN SUPPLY CHAIN MANAGEMENT AND EFFICIENCY

Noelia García-Buendía, José Moyano-Fuentes, Juan Manuel Maqueira-Marín

Universidad de Jaén, España

Relatora: **Marta Riquelme-Medina**

Purpose. The aim of this study is to investigate the role of supply relationships in lean supply chain management (LSCM) implementation and efficiency.

Theoretical framework. This study combines the relational view of Resource-Based Theory and Contingency Theory to investigate the relationships between (1) supply uncertainty and LSCM; (2) strategic suppliers' performance and LSCM; (3) strategic suppliers' performance and efficiency, and (4) LSCM and efficiency.

Methodology. An empirical study was conducted of 285 Spanish focal companies from industrial sectors that occupy an intermediate position in the supply chain. Data were collected via a questionnaire and a structural equation model (SEM) was developed to test the hypotheses.

Findings/implications. Results indicate that supply uncertainty and strategic suppliers' performance are antecedents to move forward with LSCM implementation of the focal firm. Contrary to expectation, supply uncertainty negatively influences LSCM implementation of focal firm, so implementation should not proceed in times of supply uncertainty due to the difficulties involved in overcoming this process. Strategic supplier's performance has a positive effect on LSCM implementation. Finally, efficiency is a relevant consequent of LSCM. Higher performance from key suppliers is seen to result in greater efficiency, making the role of strategic suppliers' performance crucial in firm efficiency.

MAKING A VIRTUE OF NECESSITY ONCE AGAIN: TEMPORARY LABOR TO PUSH OPERATIONAL EXCELLENCE FORWARD

Lucas López-Manuel, Antonio Sartal Rodríguez, Xosé H. Vázquez Vicente

Universidad de Vigo, España

Relator: **Ángel Martínez-Lorente**

Objectives. - We explore how the use of temporary labor moderates the relationship between labor productivity and two typical efficiency-driven initiatives reflecting flow management and process quality: line availability and materials efficiency.

Theoretical framework. - Conventional wisdom on operational excellence stresses the need for long-term, committed labor relations in order

for operators to internalize values, deploy tools, and keep standards accurately. However, the growing economic and socio-political uncertainty throughout the world have led many industrial firms to increase the number of temporary workers, therefore opening relevant tensions and challenges.

Methodology. - We use an Insider Econometric approach on panel data (1793 observations across 9 lines gathered by shift over two years).

Results/Implications. - The results suggest that the use of temporary workers only exerts a positive moderation in those lines where operational excellence has been developed. In these cases, temporary labor can increase labor productivity by more than 0.8%. We argue that this is possible because of the increased motivation of temporary workers in tougher labor markets with rising unemployment rates and lower-paid jobs. Our paper, therefore, challenges the uncontested central role that stable workers have historically played in operational excellence literature.

DIRECCIÓN OPERACIONES Y TECNOLOGÍA III

Lunes, 28/06/2021: 17:00 - 18:30

Presidenta de la sesión: **Micaela Martínez Costa**

INTERNALIZATION OF QUALITY STANDARDS AND ENVIRONMENTAL PERFORMANCE: THE MEDIATION RELATIONSHIP OF ENVIRONMENTAL PRACTICES

Juan José Tarí, José F. Molina-Azorín, María D. López-Gamero, Jorge Pereira-Moliner

Universidad de Alicante, España

Relatora: **Cristina Pérez Pérez**

- **Objectives:** This work empirically examines the role of the internalization of quality standards for developing environmental practices and enhancing environmental performance.
- **Theoretical framework:** The research model shows the direct relationships between the internalization of quality standards and environmental practices and performance, and the mediating role of environmental practices on the relationship between the internalization of quality standards and environmental performance.
- **Methodology:** The work uses a sample of 176 hotels and applies the Partial Least Squares (PLS) approach to test these links.
- **Results/implications:** The results show that the internalization of quality standards (daily routines and continuous improvement) facilitates the development of environmental practices and enhances environmental performance. In addition, the results show the mediation of environmental practices in the relationship between the internalization of quality standards and environmental performance.

ASSESSING THE SYNERGIES AND MISALIGNMENTS BETWEEN LEAN AND INDUSTRY 4.0 PRACTICES IN TODAY'S MANUFACTURING SHOP-FLOORS

Fernando J. León Mateos¹, Josep Llach Pagés², Antonio Sartal Rodríguez³, Diego Carou porto⁴

¹University of Vigo, España; ²University of Girona, España; ³University of Vigo, España; ⁴University of Vigo, España

Relator: **Juan Manuel Maqueira Marín**

This study examines some of the main Industry 4.0 technologies that, according to the literature, might reinforce the capacity of lean manufacturing to improve plant performance. Moving away from the existing studies, we opted for a fuzzy-set qualitative comparative analysis (fsQCA). Data were obtained from a sample of 568 manufacturing plants (NACE codes 15-37) which involved six European countries. Our results describe different causal paths among lean manufacturing and Industry 4.0 to improve plant performance; however, opposed to the original expectations, the findings revealed that certain technologies 4.0 seem to be, by themselves, sufficient conditions that can improve the results. In fact, in contrast to conventional lean wisdom, the findings suggest certain lean practices, those conceived for high volume–low variety manufacturing systems, might be counterproductive in 4.0 technology-intensive shop floors.

INDUSTRY 4.0 AND LEAN SUPPLY CHAIN MANAGEMENT ORGANIZATIONAL RELATIONSHIPS: FLEXIBILITY AND RESPONSE SPEED

Miguel Núñez Merino¹, Juan Manuel Maqueira Marín¹, José Moyano Fuentes¹, Pedro Martínez Jurado²

¹Universidad de Jaén, España; ²Centro de la Defensa de Zaragoza

Relatora: **Noelia García-Buendía**

Industry 4.0 (I4.0), using Information Technology (IT) intensively, pursues the efficiency of industrial and service companies and their business partners. Lean Supply Chain Management (LSCM) emphasizes on waste minimization and interruptions reduction while providing a flow of goods, services and technologies from suppliers to customers, maximizing value added to all agents in the supply chain. Both strategies, LSCM and I4.0, pursue the efficiency and interrelate with each other producing positive impact on supply chain responsiveness. In this paper, a systematic literature review (SLR) on the role that IT in the field of I4.0 has in the Lean supply chain is carried out and the different technologies are classified according to their impact on the supply chain responsiveness, this is due to its impact on flexibility and / or response speed, associated with this type of supply chain strategy (LSCM). In addition, the academic and managerial implications of this classification are also exposed and gaps are identified that should be addressed by future research.





ESTRATEGIA STRATEGY

ESTRATEGIA I

Lunes, 28/06/ 2021: 8:30 - 10:00

Presidente de la sesión: F. Xavier Molina-Morales

THE BOARD OF DIRECTORS AND FIRM INNOVATION: A META-ANALYTICAL REVIEW

Johana Sierra-Morán¹, Laura Cabeza-García¹, Nuria González-Álvarez¹, Juan Botella²

¹Universidad de León, España; ²Universidad Autónoma de Madrid, España

Relatora: Ángeles Montoro-Sánchez

The literature on corporate governance has highlighted the importance of board characteristics related to firm innovation. However, empirical findings have not been totally conclusive, and some seem contradictory. Adopting a new perspective, we have tried to help resolve the puzzle using a meta-analysis that integrates findings from 96 previous studies to analyse the relationship between board attributes and firm innovation for the period 1988-2018. In addition, this paper reveals the importance of other aspects like the dimensions of innovation (inputs and outputs) that might also explain previous contradictory findings. The results suggest that aspects of boards, such as meeting frequency and the proportions of independent directors and outsiders, show the most significant correlations associated with firm innovation, but the levels of association vary depending on whether innovation is measured as inputs or outputs. Finally, general guidelines are suggested regarding practical implications and future research.

ASSESSING THE DISCOURSE OF TOP MANAGEMENT IN LEADING SPANISH COMPANIES IN RELATION TO INDUSTRY 4.0

Beatriz Garcia-Ortega¹, Javier Galan-Cubillo¹, Miguel Ángel Lopez-Navarro²

¹Universitat Politècnica de València; ²Universitat Jaume I

Relatora: ANA ISABEL FERNÁNDEZ MESA

-Objectives: Industry 4.0 represents an ongoing paradigm shift presenting opportunities and challenges for companies. Those better adapting will improve their prospects, while top management involvement is one key aspect of its implementation. This paper assesses this involvement, motivations and barriers, by examining the discourse of the CEOs of the companies listed in the IBEX 35, providing insights on its future development.

- Theoretical framework: Industry 4.0 offers multiple opportunities for companies (Tang & Veulenturf, 2019). The top management involvement is one of the key aspects in its implementation (Sony & Naik, 2020), and the communication is a strategic lever for CEOs to align the organization toward their goals (Murray, 2013), with letters as a unique tool to convey their message (Amernic & Craig, 2006).

- Methodology: Assessing qualitatively the letters through a close reading analytical technique with a simple categorisation in terms of the relevance given to Industry 4.0, plus mentioned motivations and barriers.

- Results/implications: There is a significant room for CEOs of large companies in Spain as benchmarks to generate greater momentum in the implementation of Industry 4.0 through their discourse. The main motivations are linked to the opportunities and challenges ahead and competitiveness enhancement, with a customer focus.

EL ROL DE LA MUJER EMPRESARIA Y SU CONTEXTO EN LA DECISIÓN DE FORMALIZACIÓN DE LAS MYPES

Brenda Liz Silupú Garcés¹, Belén Usero Sánchez², María Ángeles Montoro Sánchez³

¹Universidad de Piura, Perú; ²Universidad Carlos III de Madrid; ³Universidad Complutense de Madrid

Relatora: Nuria González Álvarez

La formalización de las micro y pequeñas empresas (MYPES) mejora su posición competitiva permitiendo un mayor crecimiento. La literatura ha analizado factores del contexto que ayudan a evaluar la decisión del empresario por la formalidad, sin embargo, existen muchas empresas que continúan siendo informales, en especial aquellas que son lideradas por mujeres. El objetivo de la presente investigación es analizar cómo el contexto de la mujer empresaria influye en su decisión de ser formal, en concreto se analiza el rol que tiene la mujer y su efecto moderador. Utilizando la Encuesta Nacional de Hogares del periodo 2014-2018 se identifican a 49775 MYPES formales e informales, que tienen más de tres años de operación, encontrando evidencia que las empresas dirigidas por mujeres tienen menor probabilidad a ser formales en comparación con los hombres empresarios; sin embargo, esta situación cambiaría si las mujeres empresarias son más productivas. Además, dada la limitación de acceso de recursos que tienen que enfrentar estas mujeres empresarias, sus negocios funcionan en su vivienda, ocultando sus actividades a la formalidad. Esto nos permite diseñar políticas, teniendo en cuenta el contexto de la mujer empresaria.

TOP MANAGERS' AMBIDEXTERITY: THE ROLE OF CEO CENTRALITY, TMT DENSITY AND MIDDLE MANAGEMENT INVOLVEMENT

Anabel Fernández Mesa¹, Ana García Granero², Ronald Clarke³, Justo Herrera⁴

¹Universitat de Valencia, España; ²Universitat de Valencia, España; ³Universidad de Rennes; ⁴Universitat de Valencia, España

Relatora: Beatriz Garcia Ortega

Organizational ambidexterity requires individuals, especially top managers, to deal with the exploration-exploitation paradox. To successfully face this challenge, managers often need to be strategically positioned in knowledge networks. This paper develops a model, in which teams characterized by density in top management teams' (TMT) networks and CEO central networks, are appropriate for top managers attempting to become ambidextrous. Team networks are key in this aspect, but have been overlooked as a plausible explanation of individual TMT ambidexterity. Our



model also integrates the role of middle management, critical in providing the connection between the strategic apex and the operating core, and influencing top managers' ambidextrous behaviour. Since the role of middle management has been questioned, we reconsider how it fits in strategic decision making. Through a multi-level perspective to examine internal TMT networks of 123 senior managers in 20 public hospitals, our paper offers insights into the microfoundations of organizational ambidexterity.

ESTRATEGIA II

Lunes, 28/06/ 2021: 10:00 - 11:30

Presidente de la sesión: Pedro Manuel García Villaverde

DIFFERENCES IN FRANCHISE CONTRACT DESIGN BETWEEN COUNTRIES: THE CASE OF AUSTRIA AND SPAIN

Vanesa Solís Rodríguez¹, Nada Mumdziev², Manuel González Díaz¹

¹Universidad de Oviedo, España; ²Amodo

Relatora: Isabel Suárez González

Franchise contract provides essential framework for franchise collaboration, outlining the roles and responsibilities of each party, the allocation of decision and control rights, the planning for various contingencies, how the parties will communicate and how to resolve disputes.

The existing literature on franchise contracts has mainly focused on studying few contractual provisions and characteristics, particularly the incentive structure and monitoring issues of franchise relationship. This study extends the existing literature by examining the overall structure of the franchise contracts and a number of provisions in two countries: Spain and Austria. The study is unique because it compares contracts from two different countries and, therefore, two different institutional environments.

Findings indicate that contracts of both countries do not differ in terms of parties' formalization of provisions. However, it is clear that national regulation may affect contract design in terms of the degree of contractual completeness. Larger differences between Spanish and Austrian contracts were found in relation to "Transfer of the business" and the "Control of selling prices" provisions, which may be linked to differences in franchising industry between the analyzed countries and different country contexts.

TO DO OR TO TEACH? THE DICHOTOMY BETWEEN FRANCHISING VS MANAGEMENT CONTRACTS IN THE HOSPITALITY INDUSTRY

Marta Fernández Barcala, Manuel González Díaz, Susana López Bayón

Universidad de Oviedo, España

Relator: José Moyano Fuentes

Although franchising and management contracts are two widespread governance forms in the hospitality industry, very few papers have compared them and examined their relative effectiveness. The aim of this paper is to explain significant differences between them from an organizational and managerial perspective and to assess the impact of this modal choice on hotel online ratings. Firstly, we argue that franchise contracts are less effective than management contracts for operating upscale hotels, due to the relative advantages that the latter have in transferring and enforcing tacit knowledge (typically embedded in business practices of luxury hotels). Secondly, we argue that franchising is better for large hotels because, on the one hand, its incentive structure better solves managerial "shirking" problems (typically more severe as hotel size increases). On the other hand, franchising also has advantages in situations in which the standardization and normalization of procedures are key to success (as also happens in large establishments). This is because franchising helps develop the ability to create, communicate and transfer routines. Our empirical findings support broadly these arguments in a sample of 250 Spanish hotel chains. Several managerial implications are also drawn.

REDEPLOYING EMPLOYEES TO MEET CHANGE: A "GAP-FILLING" EXPLANATION FOR THE PERFORMANCE EFFECTS OF EUROPEAN CORPORATE GROUPS

Pablo Doucet Sánchez¹, Ignacio Requejo², Isabel Suárez-González³

¹Universidad de Salamanca, España; ²Universidad de Salamanca, España; ³Universidad de Salamanca, España

Relator: Manuel González-Díaz

We document one important way in which affiliates of corporate groups have advantages over stand-alone firms. As they have the opportunity for labor redeployability across sister companies, we find that affiliates are comparatively better off in European regions with poor-functioning labor markets: on average, moving from efficient to inefficient regional labor markets, standalones see their performance reduced by approximately 7% percentage points more than their group affiliated counterparts. These effects are stronger in (1) instable environments, where demand-workforce mismatches accrue rapidly; and (2) higher labor-intensive industries. The main contribution of this article is to link labor redeployability to competitive advantages under certain regional institutional contexts.

ESTRATEGIAS DE CADENA DE SUMINISTRO LEAN Y ÁGIL Y TECNOLOGÍAS DE LA INFORMACIÓN: INTERRELACIONES Y EFECTOS SOBRE LOS RESULTADOS EMPRESARIALES

Diessica De Oliveira Dias, Juan Manuel Maqueira Marín, José Moyano Fuentes

Universidad de Jaén, España

Relatora: Marta Fernández Barcala



- **Objetivos:** Este estudio investiga simultáneamente las relaciones existentes en la literatura entre las Tecnologías de la Información (TI), las estrategias de cadena de suministro Lean y Ágil y los resultados empresariales, con el objetivo de contribuir al conocimiento de la relación existente entre estos conceptos claves.
- **Metodología:** La metodología empleada ha consistido en el uso de la técnica de la Revisión Sistemática de la Literatura para localizar los artículos, y del análisis de contenido para su estudio.
- **Resultados/implicaciones:** El análisis de la literatura ha posibilitado detectar similitudes y diferencias en los hallazgos reportados en estudios previos, además de identificar direcciones para investigaciones futuras. Los hallazgos confirman que existe una asociación positiva entre las TI y la Cadena de Suministro Lean (CSL), y entre las TI y la Cadena de Suministro Ágil (CSA). En general, las evidencias también confirman que la asociación entre las TI y la CSL, o entre las TI y la CSA puede incrementar los resultados empresariales.

ESTRATEGIA III

Lunes, 28/06/ 2021: 15:30 - 17:00

Presidente de la sesión: **Lucio Fuentelsaz Lamata**

PIONEERING ORIENTATION AS A CREATOR OF DYNAMIC CAPABILITIES: THE ROLE OF SOCIAL CAPITAL

María José Ruiz Ortega, Job Rodrigo Alarcón, Gloria Parra Requena

Universidad de Castilla La Mancha, España

Relatora: **Aurora Martínez-Martínez**

The aim of this paper is to examine how two key facets of social capital - cognitive proximity and bridging ties - differently influence the relationship between the company's PO and the generation of DCs. The study is based on a sample of 292 companies in the agri-food industry in Spain. Partial Least Squares Structural Equation Modeling (PLS-SEM) approach was used to analyze the survey data. Results show the positive effect of PO on DCs. This effect is reduced when companies have high cognitive proximity, and is reinforced when companies have bridging ties. Managers should conduct their networks of relationships in such a way as to avoid high cognitive proximity with their contacts and seek out contacts that are unconnected to their main network of contacts.

ANTECEDENTES RELACIONALES DE LA ORIENTACIÓN A LA SOSTENIBILIDAD DE LAS EMPRESAS DE LOS DESTINOS TURÍSTICOS

Mateo Manuel Córcoles Muñoz, Gloria Parra Requena, Pedro Manuel García Villaverde, María José Ruiz Ortega

Universidad de Castilla La Mancha, España

Relator: **Lucio Fuentelsaz Lamata**

Este trabajo aborda el campo inexplorado y demandado por la literatura sobre los antecedentes relacionales de la orientación a la sostenibilidad de la empresa en el campo del turismo. Específicamente estudiamos si las dimensiones bonding y bridging del capital social influyen sobre la orientación a la sostenibilidad directamente y mediadas por la capacidad de absorción. El análisis empírico se realiza sobre una muestra de empresas localizadas en destinos turísticos culturales de Perú. Los resultados del estudio demuestran que el bonding capital comparte un efecto directo y uno mediado por la capacidad de absorción sobre la orientación a la sostenibilidad. Sin embargo, el bridging capital sólo influye en la orientación a la sostenibilidad a través de la capacidad de absorción. Concluimos que la capacidad de absorción es un factor conductor clave para explicar los antecedentes relacionales de la orientación a la sostenibilidad en las empresas de los destinos turísticos.

ESTRATEGIA IV

Martes, 29/06/ 2021: 10:00 - 11:30

Presidenta de la sesión: **Carmen Cabello Medina**

HOW DO OWNERSHIP CONCENTRATION AND LEGAL FORM INFLUENCE INNOVATION?

Jaime Gómez Villascuerna, Beatriz Pérez-Arardros Muro, Idana Salazar Terreros

Universidad de La Rioja, España

Relatora: **Carolina López Nicolas**

The aim of this study is to analyze the impact of firm ownership on innovation. In particular, we examine how firms' ownership concentration and legal form shape innovation investments decisions. Using data from a wide set of developed and non-developed economies in Europe, Africa and South Asia, the empirical analysis reveals that corporations show a higher propensity to invest in innovation than partnerships. In addition to this, the evidence confirms that, in non-developed economies, higher ownership concentration reduces firm's innovation investments. This result gives support to the emerging body of research that suggests the existence of principal-principal conflicts in less developed countries.



THE TWO SIDES OF PERSISTENCE IN COLLABORATION: EXPLAINING INNOVATION PERFORMANCE THROUGH PARTNER CHOICES

PILAR BERNAL¹, JUAN P. MAICAS¹, PILAR VARGAS²

¹Universidad de Zaragoza, España; ²Universidad de La Rioja, España

Relatora: **Carmen Cabello Medina**

The purpose of this paper is to study the beneficial and detrimental effects of persistence in collaboration with the same partner type by distinguishing the partner selected (i.e., vertical and horizontal) and innovation output (i.e., product and process innovation). Whereas previous literature has found persistence in collaboration with the same partner type to provide both beneficial and detrimental effects on innovation performance, they have approached partnerships in an aggregate form. Therefore, it is unclear which one prevails over the other and whether it depends on the specific partner type selected. We depart from the idea that each partner type has its own nature and rules, and provide diverse types of knowledge, so persistence may show different paths and courses of action across them and lead firms to introduce different types of innovation. We argue that the persistence in collaboration and product and process innovation present non-linear relationships whose shape depend on the partner type selected. We find broad support for these predictions in a large panel of Spanish firms (2005-2016).

STRATEGY AND BUSINESS MODEL INNOVATION: A LITERATURE REVIEW

Carolina López Nicolas, M^a Mercedes Gracia Laborda

Universidad de Murcia, España

Relatora: **Pilar Vargas Montoya**

- Purpose – The following paper is aimed at identifying and explaining the main topics that have been studied related to business models, business model innovation and its connection to strategy. This research is also focused on the development on different trends within this field that could be researched in future studies.

- Theoretical framework/Theoretical background – The concepts of business model and business model innovation are reviewed, and their theoretical relationship with strategy is explained.

- Methodology - A bibliographic analysis over 111 articles obtained in Web of Science, Scopus and ScienceDirect databases is performed. VOSviewer software is used to identify clusters of papers based on co-occurrence links and full counting methods and to visualize the connection between the different terms. Nvivo is applied for content analysis of the papers in order to deepen the themes determined by VOSviewer.

- Results/Implications - This research finds the existence of five thematic clusters which represent the major topics developed in the literature object of this research. Some areas of research have been extensively studied, while others are starting recently. Besides, trends are identified, and different future research themes are proposed.

ESTRATEGIA V

Martes, 29/06/ 2021: 13:00 - 14:15

Presidenta de la sesión: **Diana Benito Osorio**

PERCEPCIÓN DEL ENTORNO E INNOVACIÓN EN LOS CLÚSTERES TURÍSTICOS: EFECTOS DIVERGENTE

Ángela Martínez Pérez, Dioni Elche, Pedro M. García Villaverde

Universidad de Castilla La Mancha, España

Relator: **Francisco Javier Ortega-Colomer**

El trabajo aborda los antecedentes ambientales de la innovación empresarial desde la perspectiva cognitiva de la dirección. El objetivo del trabajo consiste en analizar la heterogeneidad de efectos de la percepción de los gerentes de los principales factores del entorno sobre la innovación radical y la innovación incremental de las empresas de los clústeres turísticos. El estudio empírico se realiza sobre una muestra de empresas de clústeres turísticos. Los resultados demuestran efectos lineales y curvilíneos divergentes de la percepción del dinamismo del mercado, la turbulencia tecnológica, la amenaza de imitación y la hostilidad competitiva sobre la innovación radical y la innovación incremental de las empresas localizadas en los clústeres turísticos. Del estudio se derivan implicaciones relevantes sobre cómo los gerentes deben interpretar los factores ambientales para adoptar decisiones adecuadas de innovación.

RECOMMENDATIONS FOR UNCOVERING THE COMPANIES AND ORGANIZATIONS THAT BELONG TO THE CLUSTER

F. Xavier Molina-Morales¹, Ángeles Montoro-Sanchez², Luis Martínez-Cháfer³

¹Universitat Jaume I, España; ²Universidad Complutense de Madrid; ³Universitat Jaume I, España

Relator: **Pedro Manuel García Villaverde**

The concept of the innovation system is a useful instrument for diagnosing the innovation capacity of nations, regions or sectors. Among the different approaches to analyzing national innovation systems, cluster analysis focuses on the interactions between particular types of companies and sectors, which can be grouped according to their technological and networking characteristics. We consider that a company belongs to an industry when is actively involved in the networks of knowledge exchanges. In the context of our research, we understand that the sense of belonging is represented by the real interactions between actors in the business information and technological knowledge networks. So, this paper uses social network analysis to define all companies and organizations belonging the industrial cluster. In consequence, firms and organizations that sustain

ties in both technological and business knowledge exchange networks can be considered as relevant actors of the cluster and consequently the empirical setting for the potential analysis.

RETHINKING THE VALUE OF PHD HOLDERS IN INDUSTRIAL DISTRICTS

Francisco Javier Ortega-Colomer

Universitat de València, España

Relator: **F. Xavier Molina-Morales**

Currently, not all PhD holders can develop their professional career in academic organisations, so they end up working in non-academic organisations or become entrepreneurs. Although this phenomenon was initially analysed in territories with high-technology companies, where the skills of PhD holders were more in demand, it is now also the object of study in other territories with a greater presence of companies belonging to low-tech industries. This paper focuses on the roles' perceptions of PhD holders in non-academic organizations. In which ways they become key characters to the acquisition of dynamic capabilities by firms in low-tech industries? A qualitative study, based on focus interviews with PhD holders and employers, explores the above research question. The results aim to inspire a more informed and critical dialogue about the role of PhD holders in non-academic organisations in low-tech industries.





GOBIERNO CORPORATIVO CORPORATE GOVERNANCE

GOBIERNO CORPORATIVO I

Martes, 29/06/ 2021: 8:30 - 10:00

Presidente de la sesión: **Marcos Santamaria Mariscal**

THE ROLE OF THE INSTITUTIONAL CONTEXT IN THE EFFECTIVENESS OF GENDER DIVERSITY REGULATION ON BOARDS IN EUROPE

Irma Martínez García¹, Silvia Gómez Ansón²

¹Comisión Nacional del Mercado de Valores (CNMV), España; ²Universidad de Oviedo

Relatora: **M. Elena Romero-Merino**

Using an unbalanced panel of firms of the STOXX Europe 600 Index from 2004 to 2018, we analyse how gender diversity board regulation increase women presence on both board of directors and board committees and how formal and informal institutional factors may moderate the relationship. We find that the share of women directors on boards and committees is higher in countries that have approved gender diversity board regulation (codes and quotas) although soft quotas do not significantly impact women presence on boards and committees. Institutional formal and informal factors moderate the relationship between gender diversity board regulation and women presence on boards and committees. The effectiveness of gender diversity board regulation increases in countries with higher levels of power distance, individualism, uncertainty copying, and short term orientation but decreases in countries characterized by high scores of governance quality and high presence of women on decision making bodies. Our analyses also highlight differences in the influence of institutional environment on the relationship between gender diversity board regulations and the presence of women on board directorships and committees.

THE COMPOSITION OF THE REMUNERATION COMMITTEE AND VERTICAL PAY INEQUALITY: THE ROLE OF PROPRIETARY DIRECTORS

Isabel Acero Fraile, Nuria Alcalde Fradejas

Universidad de Zaragoza, España

Relatora: **Silvia Gómez Ansón**

Objective: The objective of this study is to analyse how the presence of proprietary directors on the remuneration committee influences the remuneration of the directors, paying attention not directly to their absolute levels, but rather to their relationship with the average remuneration of the remaining workers, understood as a measure of wage moderation and vertical pay inequality in the firm

Theoretical framework: The high remuneration of board members is an issue that is constantly generating great interest in both academic literature and in society at large. This paper relies on literature about the ethical dimension of directors' compensation and on literature on corporate governance about the influence of the composition of the Remunerations Committee in avoiding excessive compensations.

Methodology: Panel data methodology is used over an unbalanced panel made up of 3728 observations corresponding to the individual compensation of 1048 directors of 57 Spanish listed firms during the period 2013-2018.

Results/Implications: The presence of proprietary directors on the remuneration committee acts as a mechanism for control and wage moderation even in firms with a high degree of concentration of ownership. Most codes of good governance advocate the role of independent directors, ignoring the importance of proprietary directors.

CAPITAL STRUCTURE AND DEBT MATURITY IN THE NONPROFIT ORGANIZATIONS

Íñigo García Rodríguez, M. Elena Romero Merino, Marcos Santamaria Mariscal

Universidad de Burgos, España

Relatora: **Carmen Talavera Avelino**

Aims and objectives: Our aim in this paper is to analyze which are the main determinants of the financing decisions of the nonprofit organizations (NPOs). Specifically, we study how the NPOs' size and age, the tangibility and liquidity of its assets, its profitability, risk and growth affect their capital structure and debt maturity.

Theoretical framework: We build the expected relationships under the scope of the trade-off and pecking order theories trying to find out which one fits better with the NPOs financing decisions.

Methodology: We use fixed effects and probit models to test our predictions with panel data of 9,007 NPOs from the United Kingdom during the period 2014-18.

Results and implications: Our results show that the financing behavior of NPOs is better explained under the pecking order theory, because only growth has a positive effect on the level of debt while the rest of the determinants are negatively related with it. Also, we find that less than half of our sample uses long-term debt and debt maturity is positively related with size, tangibility, and liquidity, which lead us to think that NPOs issue long-term debt when they have prior access to it and they get it in good financial conditions



ASSESSING THE EFFECTS OF CORPORATE SUSTAINABILITY OPERATIONALIZATION ON PERFORMANCE

Vanessa Campos-Climent, Joan Ramon Sanchis-Palacio, Ana Teresa Ejarque-Catalá, Carmen Talavera-Avelino

Universitat de Valencia, España

Relatora: Isabel Acero Fraile

During the last decades, sustainability and corporate sustainability are topics that have gained lots of interest among scholars and practitioners. More recently, the Sustainable Development Goals have become the reference for many businesses to design and implement their sustainability agendas. However, in the literature body, there is little empirical evidence on the impact that the operationalization of businesses' sustainability agendas has on their performance.

Thus, the present study aims to provide empirical evidence on the impact that the operationalization of corporate sustainability through the economy for the common good framework has produced on a sample of 206 European businesses. To this end, the authors employed hierarchical regression analysis and found out a positive relationship. Besides, some curvilinear and moderating effects were also identified.

GOBIERNO CORPORATIVO II

Martes, 29/06/ 2021: 13:00 - 14:15

Presidenta de la sesión: Julieta Díez Hernández

MEASURING CIRCULAR ECONOMY PERFORMANCE AND IMPLEMENTATION USING A LIFE CYCLE PERSPECTIVE: THE CASE OF THE SPANISH USED COOKING OIL INDUSTRY

David Blanco-Alcántara, Julieta Díez-Hernández, Óscar López-de-Foronda

Universidad de Burgos, España

Relatora: Irene Huertas-Valdivia

The used cooking oil industry, a sector dominated mainly by SMEs, emerges as a circular business model applying circular economy principles of waste revalorization and closed-loop supply chains. This paper aims to establish a measurement system for circularity using a life cycle perspective that can be applied on a multi-level basis. The study exemplifies how CBMs can boost the three pillars of sustainability (economy, environment and society) without the requirement for any major investment, by tracking untapped resources through their lifecycles. Considering Spain's UCO industry and focusing on improving recycling rates, a multiple scenario analysis has been developed. Results show that, when UCO is collected locally and used for biodiesel manufacturing, the proposed life cycle sustainability assessment measures display positive and significant values. Specifically, sustainability analysis measures reduce environmental externalities, prevent price volatility, reduce costs and create positive social impacts, benefitting the three pillars of sustainability and circular economy.

FROM QUIETS TO PARROTS: HOW COMPANIES DIFFER IN ENVIRONMENTAL PERFORMANCE AND DISCLOSURE POSITIONINGS AND THEIR EFFECT ON FIRM PERFORMANCE

Gregorio Martín de Castro¹, Javier Amores Salvado², Elisabeth Albertini³

¹Universidad Complutense de Madrid, España; ²Universidad Complutense de Madrid, España; ³Universite Paris I Pantheon-Sorbonne, Francia

Relatora: Lydia Murillo Ramos

AIM: In this paper we go a step beyond the dichotomy greenwashing-brownwashing and develop a model that reflect more subtly the four main corporate environmental strategic positions based on both firm's environmental performance and disclosure achievements: going from green quiets, to green leaderships, pollution haven, and green parrots.

THEORETICAL FRAMEWORK: We link strategy and environmental studies literatures exploring how companies differ in their corporate environmental strategic positioning.

METHOD: We use panel data of international, multi-industry public companies from database Eikon.

RESULTS/IMPLICATIONS: Jointly with their characterization, we add to the literature on environmental disclosure-firm performance proposing a set of hypotheses that consider cluster membership on both market and operational firm performance. Our empirical show very interesting and novel insights, such as that companies belonging to green quiets environmental positioning outperform the rest of environmental positions considering market firm performance, or the supremacy of green leaders on operational firm performance.

THE IMPACT OF INTERNATIONAL DIVERSIFICATION ON ENVIRONMENTAL PERFORMANCE: DOES FIRM ORIGIN MATTER?

Gozal Ahmadova, Manuel Bueno García, Blanca Delgado Márquez

Universidad de Granada

Relator: Javier Amores Salvadó

Nowadays, some doubts still remain regarding the effect of multinational enterprises (MNEs)' internationalization on its environmental results, since MNEs may find diverse difficulties in each different area depending on where they come from. Hence, the purpose of the study is to explore the relationship between MNEs' international diversification and its environmental performance in light of the moderating effect of the home-country profile. Using a panel data with 2875 observations of 298 MNEs listed in MSCI World Index collected from Thomson Reuters Eikon between 2006 and 2017, from 21 different countries in 11 sectors, our results reveal the existence of a U-shaped curvilinear relationship between MNEs'

international diversification and its environmental performance. Interestingly, our results show that MNEs from more competitive countries improve their environmental results at early level of international diversification, whereas MNEs' home-country environmental level seems not to be relevant for this process.

10 YEARS AFTER THE UNEP-SETAC GUIDELINES: A BIBLIOMETRIC REVIEW OF SOCIAL LIFE-CYCLE ASSESSMENT

Irene Huertas-Valdivia¹, Lydia Murillo Ramos¹, Anna M. Ferrari², Fernando E. García Muiña¹

¹Universidad Rey Juan Carlos, España; ²Universidad de Módena and Reggio Emilia

Relator: **Manuel Bueno García**

Purpose. - This study seeks to examine the literature on social life-cycle assessment (S-LCA) published from 2003 to 2018 by means of bibliometric methods.

Methods. - The content of the related papers published in the ISI Web of Science databases is explored to identify main themes, the evolution of the publication activity, and the most representative elements. Analyses were conducted with the software SciMAT.

Results and discussion. - Results show a clear upward trend in related publications (mostly case studies) especially after the publication of the UNEP/SETAC Guidelines for social life-cycle assessment of products in 2009: 66% of all articles published on S-LCA were published in the last four years (2015-2018). Germany and Italy are the leading countries in terms of pivot publications on S-LCA. Findings also delineate S-LCA as a highly fragmented field of study that has been applied to diverse sectors (agriculture, bioenergy, water management...). Crucial issues about methods, framework, paradigms, and indicators must be resolved yet.

Conclusions- Results and discussions of this research provide an insight into publication performance of S-LCA, characterizing its intellectual structure and salient authors and works. This study provides a useful state-of-the-art reference to academics and identifies critical research gaps delineating future research avenues.

GOBIERNO CORPORATIVO III

Martes, 29/06/ 2021: 15:30 - 17:00

Presidenta de la sesión: **Vanessa Campos-Climent**

EXAMINIG MANAGERIAL VALUES TOWARDS ENVIRONMENTAL SUSTAINABILITY

Diego Vázquez Brust¹, Javier Martínez del Río², Ana Labella Fernández²

¹University of Portsmouth, United Kingdom; ²Universidad de Almería, España

Relatora: **Ana Teresa Ejarque Catalá**

What are the relevant dimensions composing the managers' paradigm about the planet pillar SDGs? This paper aims to improve current understanding about the managers' pro- values related to the environmental protection-oriented UN SDGs (SDG 13, 14, 15) -so called the planet dimension or planet pillar. Based on Discourse Analysis and upper echelons theories, we propose a scale to measure individuals' pro-environmental paradigms. We also develop a typology of pro-environmental managers' values using data from a survey of 500 Argentinean firms. This study's results contribute to previous literature in (1) emphasizing the role of moral considerations in corporate environmental change regarding SDGs, (2) identifying the internal dimensions of managerial values, and (3) providing a typology of managers according to their moral and ethical approaches to the environment.

BUSINESS STUDENTS' ATTITUDES TOWARDS THE UN SDGS: HAS THE COVID-19 CHANGED THEIR PRIORITIES AS FUTURE BUSINESS LEADERS?

Justo Alberto Ramírez Franco, Raquel Antolín López, Nieves García-de-Frutos

Universidad de Almería, España

Relator: **Dante I. Leyva de la Hiz**

The 2030 United Nations Sustainable Development Goals (SDGs) are the main framework for action to tackle the major sustainability challenges that threaten all countries globally. Since their launch, they have received great attention from academics, practitioners, and recently, from business schools and universities. However, the COVID-19 pandemic has exacerbated many of the sustainability challenges and altered the priorities and action plans of countries on a global scale. This research aims to analyze the impact of Covid-19 on the degree of importance business students give to the 17 SDGs. Specifically, we examine the perceived importance of each SDG in 2019 and in 2020 and we compare the results. With that aim, we use a sample of 142 business students. Surprisingly, the results show a very small impact of COVID-19 on the perceptions of business students about the level of importance of each of the SDGs, and even suggest that students perceive that economic objectives are more important than environmental objectives after the pandemic. We also observe some significant differences by academic degree and gender.

SUSTAINABLE DEVELOPMENT GOALS (SDGs): ARE COMPANIES ADAPTING TO THEM? AN ASSESSMENT OF CORPORATE SUSTAINABILITY REPORTS

Keith L. Whittingham¹, Andrew G. Earle², Dante I. Leyva-de la Hiz³, Alessia Argiolas⁴

¹Crummer Graduate School of Business (US); ²University of New Hampshire (US); ³Montpellier Business School (France); ⁴Università Cattolica del Sacro Cuore (Italy)

Relatora: **Ana Labella Fernández**



Sustainable development has been central to the United Nations (UN) agenda for decades, but the private sector has not featured prominently in these efforts until recently. The current urgency about global warming, increasing inequalities, and other pressing challenges has prompted the UN to call for a wider-reaching collaboration from various actors, among which businesses play a key role given their ability to develop and scale bold ideas to tackle social and environmental issues. As a result of this, the UN launched the Sustainable Development Goals (SDGs) in 2015 to help guide a transformation in business practices. Taking 2015 as a turning point, we use Computer-Aided Text Analysis (CATA) to examine the sustainability reports of 164 large corporations from the S&P Sustainability Yearbook to systematically examine changes in their sustainability efforts following the SDGs' introduction. Our results show significant positive changes for some SDGs, but no change for others. We supplement this main analysis with assessing these changes by industries and geo-institutional groups, revealing more intriguing patterns of (non) engagement with the SDGs. These patterns of change are consistent with specific mechanisms that can help us better understand, broad, interlinked, voluntary, and bold change efforts as embodied in the SDGs.

BUSINESS MODELS AND SUSTAINABILITY PERFORMANCE IN EUROPEAN B CORPS

Daniel Alonso Martínez¹, Valentina De Marchi², Eleonora Di Maria²

¹Universidad de León, España; ²University of Padova

Relator: **José Ángel ZÚÑIGA VICENTE**

Literature on sustainable business models has burgeoned in recent years, identifying different taxonomies to capture the variety of business models that are addressing environmental and social other than economic aspects. However, further knowledge is required to explain the link between sustainable business models (SBMs) and the achievement of sustainable performance. The paper aims at addressing this gap by exploring how SBMs relate to results achieved – taking into account the social, environmental and economic outcomes – by focusing on firms certificated as B Corps. We perform an analysis on original survey data on B Corps located in Italy, Spain and the UK. Findings confirm the variety of business model innovations adopted by sustainable firms, which are driving to different results. Specifically, important sustainable outcomes are achieved both by firms implementing environmentally-oriented BMs and socially-oriented BMs. Two clusters of firms emerged based on outcomes (high/low performance in all the three outcomes considered). Business models focused on substituting with renewables and natural processes, maximising material and energy efficiency, adopting a stewardship role and on encouraging sufficiency are more likely to be associated with firms with better economic, social and environmental results.

BOARD GENDER DIVERSITY IN BUSINESS GROUPS: EXPLORING THE CASCADING EFFECT BETWEEN HEADQUARTERS AND AFFILIATES

Paula M Infantes¹, Bartolomé Pascual-Fuster²

¹ESADE Business School, España; ²Universitat de les Illes Balears

Relatora: **M. Camino Ramón-Llorens**

Aim: This study explores the cascading effect of board gender diversity in business groups. Particularly, we test whether board gender diversity in headquarters is positively associated with board gender diversity in lower layers of hierarchical business groups. We, moreover, analyze the empowerment of women directors in the boardroom and moderate by business groups characteristics.

Theoretical framework: This research builds upon two different theoretical streams: inter-organizational approach, which suggests a firm is influenced by its more powerful exchange partners, and homophily theory, which considers women to be closer to other women due to similarities in experience and behavior.

Methodology: We conduct an empirical analysis in a sample of more than 39,000 business groups from OECD countries, comprising more than 100,000 firms and around 700,000 board positions. We estimate by OLS and check the validity of our results by using different robustness tests. **Results:** We find a positive relationship between board gender diversity in headquarters and affiliates. This suggests the existence of women at the top stimulates gender diversity in affiliates, and this finding is influenced by business group characteristics. However, the presence of women in board executive positions is not associated with an increase in gender diversity in business groups' affiliates.

GOBIERNO CORPORATIVO IV

Miércoles, 30/06/ 2021: 11:30 - 13:00

Presidenta de la sesión: **Diana Benito Osorio**

SHAREHOLDER VOICE IN LISTED FAMILY FIRMS: EXPLORING THE EFFECTIVENESS OF SAY-ON-PAY

Gregorio Sánchez-Marín¹, J. Samuel Baixauli-Soler², Gabriel Lozano-Reina²

¹Universidad de Alcalá, España; ²Universidad de Murcia, España

Relator: **Víctor M. González Méndez**

The study of Say-on-Pay (SOP), which is a shareholder vote on executive compensation, is a key topic in the corporate governance field. In response to calls from prior literature, this paper analyzes the effects of Say-on-Pay on CEO compensation designs in terms of how the contribution of this vote in promoting more aligned CEO compensation is, in addition to considering the influence of family firm heterogeneity –in ownership, management and governance. Focusing on a sample of large UK listed companies from 2007 to 2018, we expect that Say-on-Pay effectiveness tend to increase under higher levels of family ownership. Also, we postulate that Say-on-Pay effectiveness is enhanced by family involvement in governance more than by family involvement in management –being this impact ultimately modulated by the percentage of family ownership.

LA DIFÍCIL CONCURRENCIA ENTRE DOS FORMAS DE IMPLICACIÓN POLÍTICA CORPORATIVA (CPA Y CSR POLÍTICA): EL PAPEL MEDIADOR DE LA CONFIANZA CIUDADANA

Vicent Tortosa Edo, Miguel Ángel López Navarro
Universitat Jaume I, España

Relatora: Cristina Pérez Pérez

- **Objetivos:** Las empresas están asumiendo un creciente protagonismo político, lo que explica la proliferación de situaciones reales donde concurren distintas formas de interacción política entre las empresas y los poderes públicos, como pueden ser: la actividad política corporativa (CPA) y la responsabilidad social corporativa en su dimensión política (CSR político). El trabajo aborda la relación que pueden tener, según la opinión de los ciudadanos, ambas formas de interacción política y el papel mediador que puede ejercer la confianza ciudadana en ambos stakeholders.

- **Marco teórico:** Se considera la literatura centrada en el concepto “nonmarket strategy”, basada en la teoría institucional (Meyer y Rowan, 1977), con los dos grupos de “nonmarket strategy” (CPA y CSR político) que una empresa puede acometer.

- **Metodología:** Basada en modelos de ecuaciones estructurales (SEM), para tratar estadísticamente las valoraciones de 390 ciudadanos residentes en localidades cercanas a un complejo petroquímico en Tarragona.

- **Resultados/implicaciones:** Se corrobora que la relación entre CPA y CSR político está mediada de manera distinta por la confianza ciudadana en las empresas del complejo y en las autoridades públicas. Además, el papel político que en la zona tienen las empresas del complejo explica la creciente exigencia que tienen de la ciudadanía.

APPEARANCES CAN BE DECEIVING: IS UNEQUAL SUSTAINABILITY A TELL-TALE SIGN OF OPPORTUNISTIC MANAGERS?

Gabriel de la Fuente, Pilar Velasco
Universidad de Valladolid, España

Relator: Vicent Tortosa Edo

This study investigates a novel dimension of sustainability strategy, namely the degree of inequality in the distribution of overall ESG (environmental, social, and governance) performance across pillars. By grounding our arguments on the agency theory, we argue that such a dimension can discern the degree of authenticity of managers' sustainable awareness. A more unequal distribution might be interpreted as the result of a discretionary and self-interested adoption of sustainable principles in order to win the favour of key stakeholders. Using a sample of U.S. listed companies, we provide empirical evidence that disparity in ESG scores between pillars detracts value from sustainability. Such a negative moderating effect worsens in companies that are more subject to agency problems (i.e. higher cash holdings), those lacking managerial alignment incentives (i.e. ESG-based compensation) and those with weaker informational and monitoring mechanisms (i.e. lower leverage and lower analyst coverage). Overall, our findings suggest the importance of accounting for managerial motivations to engage in sustainability and support the idea that a lower perceived authenticity of these programmes results in lower value outcomes.

LARGE SHAREHOLDERS AND AGENCY COSTS OF DEBT. EVIDENCE FROM SPAIN

Celia Álvarez Botas, Carlos Fernández Méndez, Víctor M. González Méndez
Universidad de Oviedo, España

Relator: Gabriel de la Fuente Herrero

This paper analyses the influence of large controlling shareholders on the terms of bank loans for a sample of 984 loans to 261 non-financial Spanish public and private firms over the period 2001-2017. The results show that the presence of large controlling shareholders increases interest rate spread and reduces loan maturity. A less evenly balanced distribution of ownership among large shareholders is associated with higher loan spreads. During the crisis, non-financial Spanish firms obtained worse conditions on bank loans, as loan spread increased and maturity decreased. Furthermore, the maturity of bank loans was found to be positively related to the presence of families as large controlling shareholders during the financial crisis, reflecting that these shareholders reduced the agency costs of debt.

NOT EVERYTHING IS SHARING ECONOMY: A NEW CONCEPTUALIZATION OF THE CONCEPT

Cristina Pérez-Pérez, Diana Benito-Osorio, Susana María García-Moreno
Universidad Rey Juan Carlos, España

Relator: J. Samuel Baixauli Soler

This paper aims to extend recent reflection on the evolution of the sharing economy by analyzing what does exactly the concept of “sharing economy” means and how it is related to the other nomenclatures used to name the same type of phenomenon. We show how the concept of “sharing” has formed the backbone of the development of sharing economy as an academic field and how the lack of consensus regarding it has been present in the literature debates. In this paper, existing definitions of the different terms used to name this phenomenon are analyzed to extract common elements and to establish the basic characteristic of any “sharing economy” initiative. Based on these existing definitions, an exhaustive and consistent definition for the “sharing economy” is presented and contrasted in 29 cases.





DOCTORAL WORKSHOP

TALLER DOCTORAL

Lunes, 28/06/ 2021: 15:30 - 17:00

Presidente de la sesión: **Antonio Juan Briones Peñalver**

A CRITICAL ASSESSMENT OF THE EVOLUTION OF COMPANIES' ENGAGEMENT IN CSR BY ANALYSING THE EVOLUTION OF THE RHETORICAL AND VISUAL LANGUAGE IN THEIR NON-FINANCIAL REPORTS: EXAMPLES FROM CHINA, GERMANY AND THE UNITED KINGDOM

Laura Di chiacchio

Coventry University, Reino Unido

Relator: **Juan Gabriel Cegarra Navarro**

• **Objetivos**

This study aims to assess the evolution of companies' approach and commitment to CSR in different parts of the world through the analysis of their visual and rhetorical language in CSR reports

• **Marco teórico theoretical framework**

Corporate disclosure practices of CSR information was studied through the lens of the Double Edge Organisational theory and Stakeholder Theory while the quality of the reports has been studied through the lens of Legitimacy theory.

• **Metodología**

This study performs a lexical and quality analysis of the text content in CSR report between 2006 and 2019 in China, Germany and UK. In addition, a quantitative and qualitative analysis of the evolution of the use of pictures is also carried.

• **Resultados/implicaciones**

This study demonstrate that the quality of the information contained in the reports has hardly changed between 2005 and 2019 and that companies display a "weak" approach of CSR. It shows a change in strategy used to illustrate CSR through pictures over the same period. Finally it suggests that culture and regulations could have an impact on reporting practices.

ESTRATEGIA DE SERVITIZACIÓN E INDUSTRIA 4.0: EFECTOS SOBRE LA COMPETITIVIDAD DE LAS EMPRESAS ESPAÑOLAS

Pedro Enrique Minaya Barrera

Universidad de Oviedo, España

Relatora: **Eva Martínez Caro**

El objetivo de esta Tesis Doctoral es incrementar el conocimiento acerca de la servitización, aportando evidencia empírica sobre las diferentes estrategias de servitización y posibles herramientas —como los habilitadores digitales de la Industria 4.0— cuyo trabajo en conjunto permita a las empresas la obtención de diversos beneficios tales como: lograr mayor competitividad, generar mayores rentabilidades, conseguir nuevos clientes, acceder a nuevos mercados y desarrollar nuevas ideas de negocio, entre otros.

Tras una revisión sistemática de la literatura, se propone un modelo conceptual acerca de las relaciones entre servitización y los resultados empresariales —incluyendo los factores del entorno que propician el cambio, los principales actores, el desarrollo de conocimientos y capacidades, el uso de herramientas habilitadoras de la Industria 4.0, los cambios en la estructura organizativa y los principales beneficios y las dificultades que se pueden encontrar—, de los que se derivan las proposiciones de investigación iniciales. Por su parte, el diseño metodológico de la investigación empírica consta de dos fases: la primera, de carácter cualitativo, basada en un estudio de casos, servirá de base para la segunda fase, de carácter cuantitativo, mediante el desarrollo de una encuesta.

FACTORES DETERMINANTES DEL EMPRENDIMIENTO CORPORATIVO: COMPORTAMIENTO EMPRENDEDOR DE LOS EMPLEADOS, CONTEXTO ORGANIZACIONAL Y RELACIONES CON LOS STAKEHOLDERS

Georgiana Alexandra Badoiu, Mercedes Segarra Ciprés, Ana Belén Escrig Tena

Universidad Jaume I, España

Relator: **Antonio Juan Briones Peñalver**

El emprendimiento corporativo (EC) ha recibido un creciente interés por parte de los investigadores durante los últimos 60 años. Sin embargo, los factores determinantes del emprendimiento corporativo, las variables moderadoras involucradas y sus efectos sobre otras variables no financieras como la retención de los empleados en el trabajo, deben estudiarse con mayor profundidad. Por lo tanto, el objetivo de esta tesis es, en el primer lugar, revisar los dos conceptos centrales de esta investigación: el emprendimiento corporativo, como una variable a nivel organizacional, y el concepto de comportamiento emprendedor de los empleados (CEE), como una variable a nivel individual. Segundo, pretendemos analizar los antecedentes (la intención y el compromiso organizacional) y consecuencias del CEE en cuanto al nivel de bienestar de los empleados, así como el CEE como antecedente del EC, es decir la creación de nuevos productos, servicios y/o empresas, la innovación y la renovación estratégica. Tercero, consideramos el contexto organizacional como una variable moderadora en la relación entre el CEE y el EC. Por último, investigamos el papel que las relaciones con los stakeholders pueden tener en el EC y también, la influencia del EC sobre el desempeño organizacional y la retención de los empleados.



THE POWER OF RHETORICAL SIGNALS IN NEWLY PUBLIC VENTURES: A SWING OF POSSIBILITIES DURING THE IPO VALUATION IN EUROPEAN INVESTMENT MARKETS

Juan Carlos Rivera Prieto, Bárbara Larrañeta, Álvaro López Cabrales
Universidad Pablo de Olavide, España

Relatora: Irma Martínez García

This thesis project presents a novel perspective on exploring the social disclosure strategies of newly public ventures during the Initial Public Offering, the possible determinants of such communication, and the reactions of different stakeholders. Specifically, the first objective of this project is to explore how rhetoric messages sent by newly public ventures have an impact on attracting investors. We focus on how entrepreneurial ventures communicate the corporate purpose as a critical element in their rhetoric and the persuasive effect of its key distinguishing elements. The second objective of this project is to examine how coercive pressures from different types of investors affect new ventures' disclosures about their employees. Moreover, we expect varying effects depending on the institutional context of the investment market. The third objective is to explore the implications of the distinct disclosures for the growth trends of entrepreneurial ventures. We test our hypotheses on a unique database comprising the population of new ventures entering the principal alternative investment markets in Europe in their first three years of existence during the period 2009-2018. Our results contribute to the literature on entrepreneurship, signaling, and institutional pressures, and have meaningful strategic implications for newly public ventures' managers and stakeholders.





MESAS INTERACTIVAS

MESA INTERACTIVA I: CREACIÓN DE EMPRESAS

Miércoles, 30/06/ 2021: 8:30 - 10:00

Presidenta de la sesión: Carmen Cabello Medina

ASSESSING THE PROGRAM LEARNING EFFECTS ON ENTREPRENEURSHIP INTENTIONS IN A TECHNICAL UNIVERSITY

Irene Jiménez Arribas, Guillermina Tormo Carbó, Elies Seguí Mas

Universitat Politècnica de València, España

Although there is an extensive literature analyzing entrepreneurial intention from several perspectives, we lack understanding of the effects of program learning on entrepreneurial intention. Our study focuses on the simple and double mediating effects of the components of the TPB between program learning and entrepreneurial intention. Using data from the Universitat Politècnica de València (UPV), our model was tested using the Partial Least Squares Structural Equation Modelling (PLS-SEM) regression. The analysis is built on 2018 data from GUESS project – an extensive academic study on student entrepreneurship, and our main sample comprises of 688 students who are not nascent entrepreneurs nor active founders. The results showed that education positively influences program learning and program learning affects entrepreneurial intention through the components of the TPB. Subjective norms, for its part, did not mediate the relationship between program learning and entrepreneurial intention, but influenced entrepreneurial intention through attitude towards entrepreneurship and PBC. Thus, this work makes a relevant contribution on the entrepreneurship literature as it offers a broader understanding of the mediating effects of the components of the TPB between program learning and entrepreneurial intention.

GOING BEYOND INTENTIONS. DO ENTREPRENEURIAL INTENTION AND GOAL ORIENTATION AFFECT IMPLEMENTATION INTENTION?

Irene Jiménez Arribas, Guillermina Tormo Carbó, Elies Seguí Mas

Universitat Politècnica de València, España

Entrepreneurial intentions have been broadly studied in the academic literature. However, fewer studies analyzed the transition from intentions to behaviors. Our study focuses on the effect of entrepreneurial intention on taking implementation intention as a closer step of behavior, paying special attention to goal-orientation. The results showed that entrepreneurial intention positive and significantly affect implementation intention. What is more, regarding goal orientation, we found that career choice 5 years later after concluding studies moderate the relationship between entrepreneurial intention and implementation intention. This study extends the entrepreneurial intention model, pushing theory forward regarding the intention-behavior gap.

PREDICCIÓN DE LA CREACIÓN DE EMPRESAS A PARTIR DE LA INTENCIÓN EMPRENDEDORA E INTENCIÓN DE IMPLEMENTACIÓN

Laura Esmeralda Segura Escobar, Inmaculada Jaén, José Fernández-Serrano, Francisco Liñán

Universidad de Sevilla, España

• **Objetivos:** Desde la década de 1980, muchos investigadores han estudiado el proceso de la acción de emprender, a partir de la intención emprendedora. No obstante, la capacidad predictiva de esta variable es limitada. En esta investigación se incorpora la intención de implementación como una variable influyente para explicar la efectiva realización de conductas emprendedoras.

• **Marco teórico:** Se ha adoptado como marco de referencia la Teoría de la Acción Planificada (Ajzen, 1991), y la Teoría de las Fases de Acción (Gollwitzer, 1993).

• **Metodología:** Para el análisis se ha utilizado un diseño longitudinal. La muestra inicial (T1) incluye 2341 individuos con alto potencial de impacto, en su mayoría titulados universitarios. De ellos, 776 contestaron al cuestionario de seguimiento en T2. Y de estos, se han identificado un total de 563 personas que no habían creado una empresa en T1. La efectiva realización de acciones para la creación en T2 (emprendedores nacientes o nuevos) constituye nuestro comportamiento objetivo.

• **Resultados/implicaciones:** Con el análisis realizado a la muestra, hemos obtenido resultados que apoyan que el control conductual percibido y la intención de emprender son variables que se asocian positivamente con el comportamiento de creación de empresas. Además, encontramos que la intención de implementación también predice significativamente el comportamiento.

INDIVIDUAL HUMAN CAPITAL, GROSS R&D EXPENDITURE AND ENTREPRENEURIAL GROWTH ASPIRATIONS

Cecilia Luz Álvarez Vargas¹, Joan-Lluís Capelleras², Víctor Martín-Sánchez³

¹Escuela de la Producción y la Competitividad - Universidad Católica Boliviana "San Pablo", Bolivia; ²Business Department, Universitat Autònoma de Barcelona; ³King's Business School, King's College London, London, UK

This paper investigates how the level of gross research and development (R&D) expenditure moderates the growth aspirations (EGA) of highly skilled entrepreneurs (i.e. holding higher levels of education, experience as a serial or as a portfolio entrepreneur). From an international comparative entrepreneurship lenses, we explore the linkages between national knowledge stock generation and individual entrepreneurial characteristics, to understand how and why knowledge stock is recognized and transformed by entrepreneurs into activities that generate growth prospects, contingent to national gross R&D expenditure. We test our hypotheses on a multisource dataset that combines individual- and country-level characteristics that we gathered from the Global Entrepreneurship Monitor and the World Bank Development Indicators, respectively. Our multilevel analysis covers 65 countries for the period 2005-2016. Main results suggest that entrepreneurs with higher educational attainment have a positive relation towards growth aspirations, and this relation is strengthened by gross R&D expenditure. When contrasting serial and portfolio entrepreneurial experiences, only portfolio entrepreneurs acquire the required abilities from their previous experience to aspire for higher growth, yet this is not significant when moderated by national investment in R&D.



MESA INTERACTIVA II: CREACIÓN DE EMPRESAS

Miércoles, 30/06/ 2021: 11:30 - 13:00

Presidente de la sesión: **Antonio Carmona Lavado**

THE ROLE OF INSTITUTIONS IN THE INTERPLAY BETWEEN DESTRUCTIVE AND PRODUCTIVE ENTREPRENEURSHIP

David Urbano¹, Sebastián Aparicio², Juan Carlos Muñoz-Mora³, Diego Martínez-Moya³

¹Universitat Autònoma de Barcelona, España; ²Durham University, Reino Unido; ³Universidad EAFIT, Colombia

Little is known about the coexistence and possible substitutability of destructive and productive entrepreneurship in regions characterized by weak institutions. This study explores the role of institutions in the relationship between destructive entrepreneurial activity (i.e., coca crop production) and productive entrepreneurship (i.e., new coffee crop production) in rural Colombia. Institutional economics is used to frame our analysis, which is supported by empirical spatial Durbin modelling. Using data from the municipal level of the Coffee National Information System during the 2000–2010 period, we found that destructive entrepreneurship directly displaces productive entrepreneurship. However, the presence of coffee supportive institutions such as extensionists (i.e., regional representation of the national coffee association) tilts the substitution between these entrepreneurial activities in favor of productive entrepreneurship. The theoretical and policy implications of the study are considered in light of these findings.

HOW INDIVIDUALS' CHARACTERISTICS INFLUENCE THE FORMATION OF ENTREPRENEURIAL TEAMS? THE CONTINGENT ROLE OF INDIVIDUALISM

José Luis González Pernía¹, Javier Montero Villacampa², Nathaly Pinzón Rubio¹

¹Universidad de Deusto; ²Universidad de Zaragoza

The entrepreneurship literature has traditionally focused on the entrepreneur as a lone hero. However, most new ventures are created by entrepreneurial teams, which usually perform better in terms of employment generation, innovation and profits. In this paper, we try to explain why some individuals launch a new venture with partners instead of alone. Our explanation is focused on the individual characteristics of the entrepreneur, such as his/her educational level and entrepreneurial experience and the motivation that he/she has to create a new business. Nevertheless, we argue that this influence is contingent on the degree of individualism of society. We use a sample of more than 25,000 entrepreneurs from 68 countries that participated in the Global Entrepreneurship Monitor between 2014 and 2017. Our results show that entrepreneurs with higher levels of education and intrapreneurial experience and who are motivated by a market opportunity are more likely to be involved in the entrepreneurship process as members of teams rather than as solo entrepreneurs. However, these effects are less pronounced in individualist contexts. This study advances the literature on entrepreneurial teams, explaining why some individuals prefer to exploit business opportunities with associates instead of alone.

THE EFFECT OF INSTITUTIONS ON INTRAPRENEURSHIP: AN ANALYSIS OF DEVELOPED VS DEVELOPING COUNTRIES

Andreu Turró, Jairo Orozco, David Urbano

Universitat Autònoma de Barcelona, España

In this research, we examine the interaction effects of formal and informal institutions on intrapreneurship in developed and developing countries. For this purpose, we use the multilevel logistic regression technique, data from the Global Entrepreneurship Monitor (GEM) 2016, 2017, and 2018 with information on 35 developing countries (99,226 observations) and 27 developed countries (118,093 observations). The data are nested in a country-level measure of economic freedom from the Heritage Foundation 2016, 2017, and 2018. The main findings highlight the fact that institutions such as economic freedom, fear of failure, media attention to entrepreneurs, and social status are significant predictors of intrapreneurship in both developed and developing countries. This research also found that informal institutions may have a more relevant effect than formal, especially in developing countries. The theoretical contribution of this research is developing more discussion about the role of institutional economics in intrapreneurship. The empirical contribution is providing useful insights for the design of tailor-made public policies for fostering entrepreneurial activities within firms.

EMPRENDIMIENTO Y MODELOS DE NEGOCIO A TRAVÉS DE DATOS ABIERTOS: UN ANÁLISIS DE CO-PALABRAS

Diego Corrales-Garay, Marta Ortiz-de-Urbina-Criado, Eva-María Mora-Valentín

Universidad Rey Juan Carlos, España

El objetivo de este estudio es realizar una revisión de los trabajos que abordan el estudio del emprendimiento y de los modelos de negocio a través de los datos abiertos. En primer lugar, se identifican las principales áreas de conocimiento en la investigación del emprendimiento a través de los datos abiertos apreciándose su carácter multidisciplinar. En segundo lugar, se han efectuado dos análisis de co-palabras, uno acerca de emprendimiento a través de datos abiertos, y otro sobre los modelos de negocio que se pueden generar a partir de datos abiertos, identificándose los principales temas de estudio en la literatura. En tercer lugar, el trabajo identifica los principales elementos para efectuar emprendimiento a través de datos abiertos: las fuentes de datos abiertos, la innovación y los modelos de negocio. Por último, se analizan las nuevas tendencias en esta línea de investigación.



MESA INTERACTIVA I: EMPRESA FAMILIAR

Miércoles, 30/06/ 2021: 11:30 - 13:00

Presidenta de la sesión: ANA ISABEL FERNÁNDEZ MESA

THE INFLUENCE OF SOCIOEMOTIONAL WEALTH DIMENSIONS ON DEBT FINANCING: RECONCILING THE FAMILY FIRM DEBT LITERATURE

Virginia Blanco Mazagatos, Juan Bautista Delgado García, M. Elena Romero Merino, Marcos Santamaria Mariscal

Universidad de Burgos, España

Aims: Our paper links the diverse theoretical arguments with socioemotional wealth (SEW) dimensions (i.e., continuity, prominence, and enrichment dimensions), arguing that a family firm's financing decision depends on the importance the family attaches to each dimension.

Theoretical framework: The literature on debt financing in family firms is still inconclusive. While some authors propose that family influence has a positive effect on debt rate (i.e., family-control hypothesis), others suggest a negative effect (i.e., risk-aversion and family-entrenchment hypotheses).

Methodology: We use an online survey to measure the importance they attached to the different SEW dimensions and we identify the underlying dimensions with factor analytic techniques. We estimate the model by using a Tobit analysis.

Results and implications: Our results for a sample of family firms in Spain show that the importance that families attach to continuity and enrichment is positively related to debt financing, while the importance given to prominence has a negative impact on debt financing. Overall, we find that the importance family gives to SEW is positively related to their debt rates.

CAPITAL SOCIAL Y RESILIENCIA: UN ANÁLISIS A LA EMPRESA FAMILIAR EN CHILE

Vanesa Javiera Gómez Picero, Nora Valentina Contreras Toledo, Ismael Segundo Barros Contreras

Universidad Austral de Chile, Instituto de Gestión e Industria, Puerto Montt, Chile

- **Objetivos:** estudiar la relación entre la influencia familiar, el capital social interno y de este modo en la resiliencia de la empresa familiar. El estudio de esta relación tiene particular importancia en los tiempos que enfrentamos, particularmente el rol del capital social familiar en la generación del comportamiento resiliente en la empresa familiar.

- **Marco teórico:** el diseño del modelo de investigación que se propone se basó en la literatura previa extraída tanto desde la literatura general de gestión estratégica como de la literatura asociada en el campo de la empresa familiar.

- **Metodología:** para llevar adelante este estudio se utilizó la metodología cualitativa de estudio de caso la que es particularmente adecuada cuando se aplica a áreas de estudio que se encuentran en desarrollo y se desea obtener información detallada del fenómeno a estudiar. El estudio se aplicó a dos empresas familiares reconocidas en el sur de Chile.

- **Resultados/implicaciones:** Los resultados indican que la fuerza de los lazos existentes en el núcleo de la empresa, la confianza, visión y metas compartidas, son el pilar fundamental para formar el capital social interno, siendo este un factor determinante para construir la resiliencia en la empresa familiar.

TURNAROUND STRATEGIES IN FAMILY FIRMS AND SMALL AND MEDIUM ENTERPRISES UNDER SOCIOEMOTIONAL WEALTH PERSPECTIVE. LITERATURE REVIEW AND NEW RESEARCH AVENUES.

Rafael Jordá Gomez^{1,2}, Alejandro Escribá Esteve¹, Vicente Safón Cano¹

¹Universidad de Valencia, España; ²Universidad San Francisco de Quito, Ecuador

This study employs a systematic literature review of the turnaround process oriented to Family Firms and Small and Medium Enterprises to provides an integrated view of the state of the art in this field. Our main goal is to deeply understand the role of the human factor as a determinant of successful turnaround strategies through the socio-emotional wealth perspective in family and small firms. Specifically, we identify the main gaps in the literature and future research avenues drawing on the FIBER model from the socio-emotional wealth perspective. This contribution intended to advance the debate and stimulated future research capable of shedding more light on turnaround in family and small firms to preserve their long-term sustainability.



MESA INTERACTIVA I: FINANZAS

Miércoles, 30/06/ 2021: 8:30 - 10:00

Presidenta de la sesión: Ana Mol-Gómez-Vázquez

R&D INVESTMENT, ECONOMIC POLICY UNCERTAINTY, AND MONETARY POLICY

Luis P. de la Horra¹, Javier Perote², Gabriel de la Fuente³

¹Universidad de Valladolid, España; ²Universidad de Salamanca, España; ³Universidad de Valladolid, España

In this paper, we analyze the impact of economic policy uncertainty (EPU) and monetary policy on R&D investment from the real options perspective. Using a panel of U.S. public firms over the period 2000-2019, we find that an increase (decrease) in EPU has a positive (negative) and significant effect on R&D investment. Similarly, an increase (decrease) in the monetary-policy rate encourages (discourages) firms to undertake R&D projects. Finally, we show that the interaction between EPU and the monetary-policy rate has a negative influence on R&D investment. Our findings are relevant to policymakers as they shed light on the counter-intuitive effects of EPU and monetary policy on R&D projects.

DO CURRENT PRICES OF RENEWABLE ENERGY PROJECTS IN DEVELOPMENT FOLLOW AN ECONOMIC RATIONALE?

MIGUEL VÁZQUEZ-VÁZQUEZ, ANA BELÉN ALONSO-CONDE, JAVIER ROJO-SUÁREZ

Universidad Rey Juan Carlos, España

The strong reduction in construction and maintenance costs of renewable energy facilities, together with persistently low interest rates, have led to increased demand and a significant growth in the purchase prices paid for ready-to-build facilities in the Spanish market. This trend is shared by other European countries, especially for projects that incorporate power purchase agreements with third parties. In this framework, questions arise about the economic rationale of the purchase prices paid for these projects. On this basis, we develop a project finance-based model that forecasts expected cash flow and time-varying discount rates for a standard ready-to-build photovoltaic plant, in order to study the extent to which foreseeable market conditions translate into sustainable net present values. Our results suggest that purchase prices paid for these initiatives lead to internal rates of return for the buyer below the implied cost of equity, with only the most efficient facilities providing satisfactory returns. However, specialized investors, such as international investment vehicles, can exploit their lower cost of equity to pay prices significantly higher than those affordable by domestic investors. In terms of policy implications, our findings underline the importance of establishing comprehensive procedures to account for market conditions when evaluating renewable energy projects.

ANALYSIS OF EFFICIENCY OF EU FUNDS AND CASE STUDIES OF EUROPEAN REGIONAL DEVELOPMENT FUNDS AND COHESION FUNDS

David Blanco-Alcántara¹, Andrea Cámara Payno¹, Jorge Gallud Cano², Florencio López-de-Silanes³

¹Universidad de Burgos, España; ²Universidad de Valladolid, España; ³SKEMA Business School

The paper analyses the use and management of the European Structural and Investment Funds, attending to the differences between the countries that carry them out to highlight possible inefficiencies. Taking the EU funds related to the Multiannual Financial Framework 2014-2020, made up by 7.162 projects, the types of funds and their distribution among the countries are analysed through different maps, by comparing budget, decided and spending policies for the projects by each country, with special emphasis on the European Regional Development Fund and Cohesion Fund. The paper continues with an empirical research to contrast the hypotheses connected with the efficiency use of funds and indicators that measure the level of transparency and corruption in each country. The results show that the efficiency is higher in northern countries, Finland and Denmark especially, where the levels of transparency are higher and the corruption rates lower.

INVERSIÓN EN INVENTARIOS Y RENTABILIDAD DE LA PYME

Andrés Brugarolas Alarcón, Pedro J García-Teruel, Pedro Martínez-Solano

Universidad de Murcia, España

Este trabajo analiza el efecto de la inversión en inventarios sobre la rentabilidad de una muestra de pequeñas y medianas empresas españolas pertenecientes al sector manufacturero español durante el periodo 2008 a 2014. Tras controlar por las oportunidades de crecimiento, el tamaño, la edad, el endeudamiento y el sector, los resultados obtenidos muestran que los inventarios tienen un papel importante en la determinación de la rentabilidad de las empresas, ya que ofrecen evidencia empírica de la existencia de una relación lineal de carácter negativo entre ambas variables. Los diferentes sectores en que se divide la muestra también muestran esta relación lineal negativa.



MESA INTERACTIVA I: RECURSOS HUMANOS

Lunes, 28/06/ 2021: 8:30 - 10:00

Presidenta de la sesión: Raquel Sanz Valle

HOW MANAGEMENT STUDIES CAN PROVIDE SUPPORT TO HEALTHCARE PROFESSIONALS: EXPLAINING THE INTERACTIVE EFFECT OF SHARED LEADERSHIP AND PASSION AT WORK ON RESILIENCE AND PERFORMANCE.

Andrés Salas Vallina¹, Yasin Rofcanin², Mireia Las Heras³

¹Universitat de València, España; ²University of Bath; ³IESE Business School

- Objective: The aim of this research is to explore the interactive effect of shared leadership and passion at work, on resilience and performance across levels.
- Theoretical framework: The Broaden-and-Build Theory and the Self-Determination Theory are used to frame the proposed theoretical model.
- Method: Ordinary least square regressions were used to examine the proposed hypotheses.
- Results/implications: The results showed that shared leadership was associated with team and individual outcomes via passion at work at team level, while no significant mediating effect was found for passion at work at individual level.

LIDERAZGO PARADÓJICO Y ORIENTACIÓN DEL EMPLEADO HACIA LA MEJORA EN EL SERVICIO HOTELERO

S. Elisa Rescalvo-Martín, Leopoldo Gutiérrez-Gutiérrez, F. Javier Llorens-Montes

Universidad de Granada, España

Las organizaciones hoteleras enfrentan hoy el desafío de construir negocios más adaptables a la compleja y competitiva realidad. En estas empresas, el éxito va de la mano con la capacidad de sus empleados para salir del su rol formal y ofrecer al huésped un servicio memorable. Nuestro estudio tiene como objetivo examinar la influencia de un estilo emergente de liderazgo, el liderazgo paradójico (LP), sobre varios comportamientos de los empleados de primera línea que ayudan a los hoteles a competir. Más específicamente, analizamos cómo el LP se relaciona con comportamientos de servicio extra-rol de los empleados, no solo directa, sino también indirectamente a través de su orientación hacia la auto-mejora (aprendizaje observacional y búsqueda de consejo) y la mejora organizacional (comportamientos de voz). El modelo teórico se probó mediante modelado de ecuaciones estructurales (SEM) utilizando datos de 311 empleados de hotel. Nuestros resultados muestran un efecto positivo de LP sobre el comportamiento extra-rol. Además, revelan un efecto mediador de los comportamientos del empleado orientados a la mejora, abriendo una nueva perspectiva para afrontar el desafío de construir organizaciones hoteleras capaces de lograr clientes más satisfechos, mayor calidad de servicio e impactos positivos, en definitiva, con más probabilidades de éxito empresarial.

IMPLICATIONS OF ETHICAL LEADERSHIP FOR EMPLOYEE SENSE OF PURPOSE: THE ROLE OF LEADER TECHNICAL AND SOCIAL EFFECTIVENESS

PABLO RUIZ-PALOMINO, JORGE LINUESA-LANGREO, MARIA TERESA GONZÁLEZ-FERNÁNDEZ

UNIVERSIDAD DE CASTILLA-LA MANCHA, España

Employee sense of purpose is generated when individuals perceive an authentic connection between work and a broader transcendent life purpose beyond the self. Academics and business professionals have shown significant positive effects for employees and organization, and thus the literature demands studies that analyze the antecedents of employee sense of purpose. Drawing on Aristotle's theory of virtue, we analyze whether supervisor ethical leadership relates positively to employee sense of purpose and moderates the relationship between leader technical effectiveness and leader social effectiveness. Using data from 395 employees representing a diverse set of workers in the Iraqi insurance and health care industry, we find that interactions with ethical leaders enhance employee sense of purpose. This research sheds light on sense of purpose in the workplace and explores actions that can enhance the positive effects of the presence of an ethical leader.

FOMENTO DEL LIDERAZGO SERVICIAL PARA OFRECER UN MEJOR SERVICIO HOTELERO

Irene Huertas-Valdivia¹, Araceli M. Rojo Gallego-Burín², Ana Castillo², Laura Ruiz²

¹Universidad Rey Juan Carlos, España; ²Universidad de Granada

Este estudio analiza la influencia de las prácticas de recursos humanos de alto rendimiento (PAR) en la adopción de un estilo de liderazgo servicial en hotelería, y cómo esto, a su vez, puede generar resultados positivos en el entusiasmo laboral y en el comportamiento extra-rol de los trabajadores.

El objetivo principal de esta investigación es identificar factores organizacionales clave que puedan tener una influencia positiva en el desempeño del trabajador hotelero. Para ello, se valida un modelo de mediación serial con dos mediadores en una muestra de trabajadores hoteleros en España a través de ecuaciones estructurales empleando el programa Amos.

Los resultados demuestran cómo las PAR crean un entorno propicio para el liderazgo servicial del jefe, así como sus efectos positivos en el entusiasmo laboral del trabajador. Se destaca también el importante papel que juega el entusiasmo laboral como antecedente del comportamiento extra-rol del empleado: resulta indispensable en primer lugar afectar positivamente la experiencia psicológica del trabajador, fomentando el entusiasmo laboral.

Este trabajo tiene implicaciones prácticas tanto para la industria hotelera como para otras empresas del sector servicios, ya que pone de manifiesto cómo optimizar las prácticas de recursos humanos en la empresa para lograr mejores resultados por parte de los trabajadores.



THE IMPACT OF HUMAN RESOURCE PRACTICE OF TRAINING ON EMPLOYEES' PERCEIVED EMPLOYABILITY IN EUROPE: A MULTI-COUNTRY ANALYSIS

Deybbi Cuéllar-Molina¹, Antonia Mercedes García-Cabrera¹, Ana María Lucía-Casademunt², Francisco Javier Gutiérrez-Pérez¹

¹Universidad de Las Palmas de Gran Canaria, España; ²Universidad de Málaga, España

Employability for those people already employed is increasingly relevant for academics since change in companies is a daily phenomenon that occurs on a global scale and such changes are quite often associated with job loss. Stemming from Perceived Employability, we focus on different facets of employability: basic and aspiring employability –that is, the expectation of obtaining and remaining in employment and of 'upward mobility', respectively; and internal and external employability –that is, the availability of employment opportunities with the current employer or with another employer. In particular, it is examined the impact of the human resource practice of training, beyond the effect of human capital variables –i.e., individual's level of education and work experience–, on different facets of employees' perceived employability, taking into account the cultural values of masculinity in Europe. Linear regression models tested the proposed hypotheses. The results confirm the importance of the national values of 'masculinity' in the impact of training to the perceived employability of European employees. In addition, there are different effects of said antecedents on the facets of perceived employability. Post-hoc analysis also shows that "person-work fit" is an important issue that moderates the influence of training practices on employee employability.

MESA INTERACTIVA II: RECURSOS HUMANOS

Martes, 29/06/ 2021: 8:30 - 10:00

Presidente de la sesión: David Cegarra Leiva

EXPLORING THE CORNERSTONES OF GREEN, SUSTAINABLE AND SOCIALLY RESPONSIBLE HUMAN RESOURCE MANAGEMENT APPROACHES THROUGH SCIENCE MAPPING

Lydia Murillo Ramos, Irene Huertas Valdivia, Fernando Enrique García Muiña

Universidad Rey Juan Carlos, España

- Aim. This manuscript provides a bibliometric and systematic review to stress the evolution, trends and the existing differences among the HRM sustainability approaches.
- Background. The increasing interest observed in recent years regarding the interaction of HRM with sustainability business management has motivated the appearance of competing sustainable human resource approaches. However, these ones are not well delimited causing some confusion in the scientific community.
- Method. A multimethod approach has been adopted by using two scientific mapping analysis tools (SciMAT and VOSviewer) to conduct a co-word and co-authorship bibliometric network respectively and the qualitative tool Atlas.ti to perform a systematic review that allows the identification of the methodologies and theoretical foundations used in this research area. For the analysis a total of 250 documents were retrieved from the Web of Science in the last decade.
- Results/implications. This literature has grown fast specially from 2015 onwards due to the installment of new international standards that seeks sustainability processes. The findings of this study help to delineate the main scholar's groups and the synergies formed among them; provides insights into the theoretical frameworks and methodologies used by the scholarship and informs scholars and practioners on potential research paths.

EL PAPEL DEL MINDFULNESS ANTE LOS EFECTOS DE LA PRESIÓN LABORAL EN EL TRABAJO HOTELERO

S. Elisa Rescalvo-Martín, Leopoldo Gutiérrez-Gutiérrez, F. Javier Llorens-Montes

Universidad de Granada, España

El comportamiento de servicio extra-rol es la clave de bóveda en que se apoyan hoy día los hoteles para competir. Al mismo tiempo, este comportamiento depende de la discrecionalidad de unos empleados que se desempeñan en un contexto de estrés y presión. Nuestro trabajo propone y prueba un modelo de mediación moderada que investiga el efecto de la presión de rendimiento percibida por el empleado sobre su comportamiento de servicio extra-rol a través del engagement del empleado, utilizando su nivel de mindfulness como variable moderadora del efecto. Mediante modelización de ecuaciones estructurales, analizamos los datos de 300 empleados de primera línea en negocios hoteleros. Los resultados dieron soporte a nuestras hipótesis, mostrando que la presión de rendimiento ejerce un efecto negativo sobre el comportamiento extra-rol a través de su influencia en el engagement del empleado. Además, comprobamos que el nivel del mindfulness del empleado logró moderar esta relación compensado casi en su totalidad el efecto negativo de la presión sobre el engagement. Los directivos de hotel pueden encontrar puntos clave que ayuden a estimular un servicio de alta calidad y perseguir el éxito en estas organizaciones.

COLLABORATIVE HEALTHCARE: UNDERSTANDING ITS MEANING THROUGH SOCIAL MEDIA

Tahereh Maghsoudi, Ana Beatriz Hernández Lara, Rosalía Cascón-Pereira

Universitat Rovira i Virgili, España

Collaborative healthcare is an emerging concept that has mainly explored collaboration in terms of practices and healthcare specialists/providers the healthcare context. However, there is a lack of knowledge regarding how the meanings of collaborative healthcare have been constructed in the social media discourse, as social media is key in the evolution of meaning-making, and its popularity is growing. This paper aims at filling this gap by exploring the perceptions of collaborative healthcare in social media. In this regard, we utilize textual and visual content analyses of posts extracted from Instagram to examine the definition of collaborative healthcare as perceived by both healthcare providers and laypersons. The study reveals that Instagram users underline four main themes within the collaborative healthcare concept: knowledge sharing, events, self-care, and advertisement. Interestingly, we found that collaboration is a key "leitmotiv" to advertise wellnesscenters/products/ services under hashtag #collaborativehealthcare. The findings and their both theoretical and practical implications are discussed in relation to the meanings of collaborative healthcare.



LIGHTS AND SHADOWS IN THE EXPATRIATE SUCCESS LITERATURE

Nour Rafik El Amine, Rosalía Montserrat Cascón Pereira

Universitat Rovira i Virgili, Lebanon (Lebanese Republic)

This article aims to conduct a systematic literature review (SLR) on the concept of expatriate success which has often lacked a clear definition and taken for granted. Research on expatriates has adopted different approaches in defining "success", subsequently leading to a lack of consensus on one definition for the term. The SLR was conducted using the Scopus database with the following keywords "expatriate success" AND each of expatriate (1) adjustment, (2) satisfaction, (3) performance, (4) withdrawal, and (5) turnover, in an attempt to reconcile the literature on expatriate success to obtain a clear and unified definition of the construct as well as its measures. A total of 67 articles were finally reviewed and analyzed using VOSviewer. Findings show that expatriate success is a multidimensional construct formed by the following dimensions: (1) the expatriates' adjustment; (2) their performance; (3) their overall satisfaction often reflected in their performance and organizational commitment to the organization at a later stage; (4) the termination of the assignment (5) and finally, their lack of turnover intentions. Discussions, research limitations, and future directions are finally discussed.



MESA INTERACTIVA I: GESTIÓN DE LA INNOVACIÓN

Miércoles, 30/06/ 2021: 8:30 - 10:00

Presidente de la sesión: Julio Navío Marco

COOPERATION WITH THE TRIPLE HELIX AND CORPORATE ENVIRONMENTAL INNOVATION

Josefina L. Murillo-Luna, Alejandro Hernández-Trasobares

Universidad de Zaragoza, España

Objective: This study investigates the possible synergic effect of cooperation for innovation between firms and the Triple-Helix agents (university, industry and government) on environmental innovation.

Theoretical framework: The study adopts the Triple-Helix approach to analyse the potential synergic effect of the cooperation of firms and these agents on the environmental innovation.

Methodology: It analyses a broad sample of Spanish firms from various sectors (38,269 observations) over a 9-year period, using panel data, specifically random logistic regression.

Results/implications: The results show that cooperation between firms and Triple-Helix agents, both individually and jointly, increases the likelihood of environmental innovation. Indeed, the more Triple-Helix agents involved in cooperation with firms, the greater the likelihood of environmental innovation. Then it provides empirical evidence of the synergic effect of cooperation for corporate environmental innovation.

INNOVACIÓN, VENTAJA COMPETITIVA Y RESULTADO EXPORTADOR

José Piñera Salmerón, Raquel Sanz Valle, Daniel Jiménez Jiménez

Universidad de Murcia, España

• **Objetivos:** Este trabajo estudia la relación entre distintos tipos de innovación y el resultado exportador de la empresa, examinando si, como defiende la literatura, el desarrollo de ventajas competitivas media dicha relación.

• **Marco teórico:** Para responder al entorno actual, internacionalizarse y apostar por la innovación se consideran herramientas claves. La literatura, además, defiende que innovar ayuda a entrar en los mercados internacionales y tener éxito en ellos, concretamente a mejorar el resultado exportador. La investigación previa aporta evidencia de la relación entre innovación y resultado exportador, aunque sus conclusiones no son siempre consistentes. Además, tampoco se ha analizado el supuesto en el que se basan la mayoría de trabajos, la mejora de la ventaja competitiva que produce la innovación explica dicha relación. Este trabajo lo hace.

• **Metodología:** El modelo de investigación planteado tras la revisión de la literatura se contrasta utilizando una muestra formada por 200 empresas industriales españolas, empleando PLS.

• **Resultados/implicaciones:** Los resultados muestran que existe una relación positiva entre innovación, tanto en productos como en procesos de negocio, y el resultado exportador y que la ventaja competitiva media esa relación, pero solo para el caso de la ventaja en costes, no para la ventaja en diferenciación.

INGENIAL: UNA PROPUESTA A LA REGENERACIÓN DEL TEJIDO INDUSTRIAL DE FUENTE DEL JARRO

CÉSAR CAMISÓN ZORNOZA¹, JOSÉ MARÍA FERNÁNDEZ YÁÑEZ², BEATRIZ FORÉS JULIÁN²

¹UNIVERSITAT DE VALÈNCIA, España; ²UNIVERSITAT JAUME I, España

• **Objetivos:** Este trabajo tiene como objetivo principal ilustrar la importancia de las redes de cooperación entre los diferentes agentes que componen un sistema regional de innovación a la reconversión o evolución de parques empresariales en estado de madurez o que han sufrido serios procesos de degradación u obsolescencia.

• **Marco teórico:** Para abordar los objetivos anteriores, el trabajo se basará, fundamentalmente, en los postulados teóricos sociológicos de las redes de cooperación y, particularmente, en la teoría de los sistemas regionales de innovación.

• **Metodología:** Se presentará el estudio de caso de un proyecto ejecutado en el polígono industrial de Fuente del Jarro de Paterna entre los meses de julio y diciembre de 2019.

• **Resultados/implicaciones:** La metodología aplicada a este polígono debe servir como modelo para la puesta en práctica de nuevos proyectos y estrategias que estimulen la regeneración y evolución de las abundantes áreas industriales tradicionales existentes en el territorio nacional hacia alternativas con mayor valor añadido y más responsables con la sostenibilidad de su entorno.

LA IMPORTANCIA DE NUEVOS RANKINGS EN EL STAKEHOLDER'S CAPITALISM: UNA APLICACIÓN A LAS EMPRESAS GALLEGAS

Carlos Rodríguez García¹, Pablo Arocena Garro², Xosé H. Vázquez Vicente¹

¹Universidade de Vigo, España; ²Universidad Pública de Navarra, España

Las sociedades desarrolladas no solo necesitan empresas eficientes y rentables a corto plazo; necesitan además que esas empresas muestren capacidad de incorporación a la nueva ola tecnológica, manifestando compromiso internacional, social y medioambiental que indicadores estrictamente financieros difícilmente llegan a reflejar. Este trabajo parte de estos antecedentes para desarrollar una metodología capaz de identificar a un tipo de empresas que denominaremos "inteligentes": aquellas que mejor combinan su capacidad actual para la creación de valor con un modelo de negocio enfocado hacia un crecimiento económico sostenible e inclusivo. Si bien más adelante este ejercicio se ejecutará con empresas mundiales de al menos mil millones de euros de facturación, en esta comunicación se presenta una aplicación con un trabajo empírico utilizando



como población las 1200 empresas gallegas de mayor productividad por empleado. El ranking sugiere que la “inteligencia empresarial” responde principalmente a tendencias estructurales de cambio económico relacionadas con la tecnología y el medioambiente, si bien simultáneamente existe un componente importante de empresas con competencias clave en procesos químico-farmacéuticos. No obstante, cabe destacar que la inteligencia empresarial llega también a actividades tecnológicamente estables donde la intensidad en conocimiento y la apertura a nuevos mercados marca diferencia entre lo nuevo y lo tradicional.



MESA INTERACTIVA I: GESTIÓN DEL CONOCIMIENTO

Martes, 29/06/ 2021: 10:00 - 11:30

Presidenta de la sesión: Aurora Martínez-Martínez

CULTURA ORGANIZATIVA, APRENDIZAJE GRUPAL Y RESULTADOS

Laureano Pérez Caballero, Raquel Sanz Valle, Daniel Jiménez Jiménez

Universidad de Murcia, España

• **Objetivos:** El principal objetivo de este trabajo es analizar la relación que existe entre la cultura organizativa de la empresa, el aprendizaje grupal y el rendimiento que obtiene el grupo o equipo de trabajo. En concreto, si la cultura organizativa y el aprendizaje grupal son determinantes del rendimiento del grupo y si el aprendizaje grupal media la relación entre las otras dos variables.

• **Marco teórico:** Las empresas que buscan ser más flexibles y ágiles utilizan cada vez más el trabajo en equipo. La literatura subraya que la efectividad de los equipos de trabajo depende en buena medida de que se produzca aprendizaje entre sus miembros. Por ello, estudiar cómo fomentar el aprendizaje grupal es fundamental. Trabajos previos sugieren que la cultura organizativa que adopta la empresa influye en el aprendizaje grupal, sin embargo, hay poca evidencia al respecto.

• **Metodología:** El modelo de investigación que se plantea se contrasta utilizando una muestra de 163 equipos de trabajo del sector bancario.

• **Resultados/implicaciones:** Los resultados aportan evidencia que apoya las relaciones planteadas, y lo hace al analizar tanto el aprendizaje de explotación como el de exploración, aunque los niveles de significación obtenidos son más altos en el segundo caso.

GESTIÓN DE RECURSOS HUMANOS Y CONOCIMIENTO COMPARTIDO. UN ENFOQUE DE MÉTODOS MIXTOS

Lucía Muñoz Pascual¹, Jesús Galende¹, Carla Curado²

¹Universidad de Salamanca, España; ²Universidad de Lisboa, Portugal

Esta investigación examina cómo la Gestión de Recursos Humanos interna y externa contribuye al intercambio de conocimientos. Se utiliza un enfoque de métodos mixtos para mostrar que existen antecedentes al intercambio de conocimientos. Muchos de estos antecedentes, tanto de dentro como de fuera de las organizaciones, aún no se han identificado. Esta investigación aplica dos técnicas estadísticas: ecuaciones estructurales y análisis comparativo cualitativo difuso. La muestra comprende datos de una encuesta on-line de 367 pequeñas y medianas empresas innovadoras de Portugal. Los resultados en SEM muestran que un sistema de gestión de recursos humanos orientado a la colaboración siempre tiene un efecto positivo sobre el intercambio de conocimiento. Además, si el gerente es joven y trabaja en una pequeña empresa, su compromiso afectivo incide positivamente sobre un mayor intercambio. Hay configuraciones alternativas que conducen a la presencia o ausencia de compartir conocimiento.

LA INFLUENCIA DE LOS CONOCIMIENTOS TÁCITOS Y EXPLÍCITOS EN LA TRANSMISIÓN DE CONOCIMIENTO ENTRE LOS TRABAJADORES OPERARIOS: EL CASO DEL DISTRITO INDUSTRIAL DE LA CERÁMICA – DIC

Eduardo Dias Leite, Francesc Xavier Molina Morales, Edgar Reyes Júnior, Luis Martínez Cháfer

UNIVERSITAT JAUME I, CASTELÓN ESPAÑA

Este trabajo presenta un estudio sobre la influencia de los conocimientos tácitos y explícitos en la transmisión de conocimiento entre los operarios del distrito industrial de la cerámica - DIC. El estudio empírico realizado para confirmar la propuesta teórica planteada, se ha realizado sobre una muestra representativa de los operarios. La metodología utilizada ha sido cuantitativa, con una encuesta dirigida a los trabajadores operarios. Además, se ha realizado una investigación bibliográfica y con informaciones proporcionadas por las instituciones implicadas en el proceso. Las principales conclusiones que hemos obtenido han sido las siguientes: Hay una fuerte interacción de las empresas con las universidades; el conocimiento es específico del sector, el hecho de pertenecer a las mismas asociaciones profesionales y haber recibido formación en las mismas instituciones hacen las relaciones personales y profesionales más fuertes entre los operarios y facilitan la transmisión de nuevos conocimientos. Las principales contribuciones residen en el nivel de análisis escogido para realizar la investigación, mientras la mayoría de estudios se centran en los managers, en esta investigación el centro del análisis reside en los trabajadores operarios del distrito industrial.



MESA INTERACTIVA I: MARKETING

Martes, 29/06/ 2021: 15:30 - 17:00

Presidente de la sesión: Juan Pedro Mellinas-Cánovas

DETERMINANTES DEL ÉXITO DE LA ANALÍTICA EN MARKETING UN ESTUDIO DIÁDICO CENTRADO EN LOS RECURSOS ANALÍTICOS, LA CALIDAD DE LA INFORMACIÓN Y EL CLIMA ORGANIZACIONAL

Manuel Alejandro Morales-Serazzi, Oscar González-Benito, Mercedes Martos-Partal

USAL

En el contexto de la analítica de datos para la toma de decisiones del marketing, el principal objetivo fue establecer los determinantes, y su interacción, sobre la calidad de información y por defecto en el desempeño organizacional. Se utilizó como marco teórico la teoría basada en los recursos y la literatura de éxito en los sistemas de información. Luego, se aplicó una encuesta a 401 directivos miembros de LinkedIn España, logrando 95 diadas, es decir, 190 encuestas pareadas, y posteriormente se aplicó ecuaciones estructurales para confirmar el efecto de la capacidad tecnológica y talento sobre la calidad de la información y por defecto en el desempeño organizacional. Además, se confirma el efecto moderador del alineamiento y se identifica nuevos moderadores que potencian la relación principal, a saber, tipo de analítica, calidad de los datos y cultura uso de datos. Desde el punto de vista teórico, este estudio demuestra el efecto potenciador de factores no estudiados en la literatura previa de analítica de datos, además utiliza diadas, incorporando al directivo de marketing como informante de la calidad de la información. Estos hallazgos, permiten a los gerentes identificar y relacionar los factores críticos de éxito de la analítica de datos.

LOS CONTENIDOS SOBRE EL DESTINO EN REDES SOCIALES DE HOTELES: EL CASO DE LA REGIÓN DE MURCIA

Juan Pedro Mellinas-Cánovas, Celia Solano-Rubio

UNIVERSIDAD POLITÉCNICA DE CARTAGENA, España

- **Objetivos:** Se busca testar el nivel de uso de contenidos relacionados con el destino en las redes sociales de hoteles de la Región de Murcia, identificando la tipología de hoteles que tienden a usar más intensamente esta estrategia.

- **Marco teórico:** Los hoteles no deben centrarse exclusivamente en compartir contenidos meramente publicitarios en sus redes sociales. Estudios previos indican que los hoteles de menor categoría y de destinos menos populares tienden a compartir mayor porcentaje de contenidos sobre su destino.

- **Metodología:** Se toman datos sobre los contenidos compartidos en Facebook e Instagram de los hoteles de la Región de Murcia, clasificándolos por número de estrellas y tipología (costa/interior).

- **Resultados/implicaciones:** Los resultados confirman la tendencia a usar más contenidos sobre destino por parte de los hoteles de menor categoría. Sin embargo, muestran que la popularidad del destino no es un factor explicativo, contrariamente a lo que se indicaba en estudios previos. Asimismo, se pone de manifiesto como la tipología del hotel (costa/interior) puede ser un factor explicativo. Se hace necesaria mayor investigación en esta área para averiguar si los resultados obtenidos son generalizables a otros destinos.

CONSUMER BEHAVIOR IN THE GIG ECONOMY: WHY PEOPLE ENGAGE IN TRANSGRESSIONAL SERVICES? AN EMPIRICAL EXPLANATION OF MORAL REASONING STRATEGIES IN THE ON-DEMAND DELIVERY SERVICES DOMAIN

Felix Friederich, Jorge Matute, Ramon Palau-Saumell

IQS Barcelona, Spain

Objectives: The main goal of this study is to explain consumer behavior towards on-demand delivery services from a moral perspective. Specifically, it analyses individual differences as antecedents of moral decoupling and rationalization and explores the role of negative emotions in shaping consumer behavioral intentions towards these companies.

Theoretical framework: This study uses moral reasoning strategies framework. This framework explains why people continue supporting transgressors in the context of recognized moral dilemmas. Precisely, it identifies moral decoupling and rationalization as the main mechanisms by which individuals support an immoral actor while recognizing such immorality.

Methodology: This working paper uses a quantitative study with 350 consumers of on-demand delivery services recognizing these companies labor practices as immoral. Data was gathered through an online panel. Partial Least Squares will be used to analyse the data.

Results and Implications: This study is expected to demonstrate that the intention to use these services is motivated by two different moral reasoning strategies. It will contribute to delineate which individuals tend to be more prone to use these strategies to justify their support towards transgressing companies and which specific moral psychological mechanism determines final consumer behavior. The final results are expected to be present in the conference.



MESA INTERACTIVA II: MARKETING

Miércoles, 30/06/ 2021: 8:30 - 10:00

Presidenta de la sesión: Eva Tomaseti Solano

DE INSTAGRAM AL DESTINO TURÍSTICO: EWOM, IMAGEN DEL DESTINO E INTENCIÓN DE VISITARLO

Rafael Anaya Sánchez, Marina Machuca Artacho, Rocío Aguilar Illescas, Sebastián Molinillo

Universidad de Málaga, España

Objetivos: El objetivo de este trabajo es explorar cómo afectan los comentarios que hacen los usuarios de Instagram (eWOM) sobre los destinos turísticos en la imagen que se percibe de un destino antes de visitarlo, así como la influencia de ésta en la actitud hacia el destino, como variable mediadora de su intención de visitarlo. La originalidad de la investigación radica especialmente en el contexto del estudio, la red social Instagram. **Marco teórico:** Esta investigación propone un marco conceptual basado en la literatura sobre la influencia del eWOM en el comportamiento del turista y la percepción de la imagen de los destinos turísticos como antecedente de la intención de visita.

Metodología: Se recogieron datos de 198 usuarios de Instagram mediante una encuesta online. Los datos fueron analizados mediante ecuaciones estructurales de mínimos cuadrados parciales (PLS-SEM).

Resultados/implicaciones: Los resultados muestran que el eWOM influye en la imagen cognitiva del destino. A su vez, la imagen cognitiva y afectiva impactan en la actitud hacia el destino, la cual antecede a la intención de visitarlo. Esta investigación contribuye a la teoría y la práctica de la gestión de los destinos turísticos al mejorar el conocimiento de los efectos del eWOM en Instagram.

INFLUENCIA DE LA SACIEDAD EN LA FORMACIÓN DE DISPOSICIÓN A PAGAR EN UN CONTEXTO DE COMPRA REPETIDA

Ismael Becerril-Castrillejo, Pablo Antonio Muñoz-Gallego

Universidad de Salamanca

Esta investigación tiene como objetivo contrastar el efecto moderador no lineal de la saciedad, una variable emocional con influencia probada sobre los comportamientos, en la disposición a pagar (WTP) de los consumidores en un entorno de compra repetido. Basándonos en los modelos de saciedad planteamos como WTP de la anterior compra influye sobre WTP de una nueva compra. Para cumplir con el objetivo se ha llevado a cabo un estudio longitudinal en el que medimos WTP en tres momentos de tiempo distintos, para una misma categoría de alojamiento turístico. Los resultados indican que la saciedad ejerce un efecto moderador en forma de U sobre la relación entre WTP de dos compras distintas. Estos resultados suponen importantes avances para la literatura sobre precios dinámicos y revenue management.

USO DE LAS REDES SOCIALES COMO INSTRUMENTO DE LAS PYMES PARA LA GENERACIÓN DE CONFIANZA

Rocío Aguilar Illescas, Íñigo Fimia Osuna, Rafael Anaya Sánchez, Sebastián Molinillo

Universidad de Málaga, España

Objetivo: El objetivo de este trabajo es comprender cómo el uso que las pequeñas y medianas empresas (pymes) hacen de las redes sociales influye en la confianza del consumidor. Concretamente, se estudia como la reputación percibida, la calidad de la información, la comunicación activa y la comunicación boca a boca (WOM) a través de Facebook influyen en la confianza del consumidor hacia las pymes. La originalidad de la investigación radica en el contexto de estudio, las pymes.

Marco teórico: El estudio se basa en la literatura sobre el comportamiento del consumidor en las redes sociales y su confianza hacia la empresa. **Metodología:** El modelo conceptual propuesto se evalúa mediante una encuesta online en la que participaron 157 usuarios activos de redes sociales. Los datos fueron analizados mediante la técnica de ecuaciones estructurales de mínimos cuadrados parciales (PLS-SEM).

Resultados: Los resultados obtenidos muestran que la reputación percibida, la comunicación activa y la comunicación boca a boca influyen positiva y significativamente en la confianza del cliente. Esta investigación contribuye a la teoría y la práctica de la gestión de las pymes de su presencia en las redes sociales, al mejorar el conocimiento de su influencia en la confianza del consumidor.

LA INFLUENCIA SOCIAL SOBRE LA PERCEPCIÓN DE LAS ECOINNOVACIONES POR PARTE DEL CONSUMIDOR VERDE

Eva Tomaseti Solano, Clara Cubillas Para

Universidad Politécnica de Cartagena, España

• **Objetivos:**

El presente trabajo en curso pone de manifiesto la importancia actual de las ecoinnovaciones y analiza la percepción de su naturaleza tecnológica y simbólica por parte de los consumidores verdes, frente a aquellos que no dan importancia a la conservación del medio ambiente, así como el importante efecto que la influencia social de su entorno ejerce sobre los mismos.

• **Marco teórico**

Sobre la base del estudio de Lee y otros (2013) sobre la adopción de innovaciones en un contexto social en el presente trabajo en curso nos planteamos cómo puede afectar la conciencia medioambiental sobre la misma, en concreto, sobre la importancia otorgada a los atributos tecnológicos y simbólicos de la innovación.

• **Metodología**

Para analizar estos efectos se ha desarrollado un estudio de mercado basado en una recogida de información con un muestreo aleatorio con la ayuda de una empresa de trabajo de campo.

• **Resultados/implicaciones**

Los resultados del estudio nos permitirán poner de manifiesto que en el caso de las ecoinnovaciones, además del aspecto tecnológico, el significado simbólico de las mismas y la influencia social es un importante aspecto a tener en cuenta por su efecto en la adopción de las mismas.



MESA INTERACTIVA I: DIRECCIÓN DE OPERACIONES Y TECNOLOGÍA

Martes, 29/06/ 2021: 10:00 - 11:30

Presidente de la sesión: José Moyano Fuentes

EXPLORING THE ANTECEDENTS OF DIGITAL TRANSFORMATION: THE ROLE OF DYNAMIC CAPABILITIES AND DIGITAL CULTURE TO ACHIEVE DIGITAL MATURITY

Pauline Weritz, Jessica Braojos, Jorge Matute Vallejo

IQS School of Management, Spain

Organisations need to adjust their strategies due to a constantly changing digital environment and the competitive pressure of innovation. However, previous literature showed that there are a lot of organisations that did not achieve digital maturity yet. This is caused by a gap in literature regarding the demanded dynamic capabilities and the digital culture of organisations.

With the help of a literature review the authors analysed different definitions of digital transformation as well as dynamic capabilities frameworks. Furthermore, the paper delivers an overview of different dynamic capabilities and digital culture aspects and their intercorrelation during the process of digital transformation to achieve digital maturity.

Absorptive capacity, agility and flexibility, cross-functional collaboration, coordination capability and collective mind, innovation capability, risk-taking and experimentation as well as market orientation can be identified as relevant dynamic capabilities during digital transformation. Additionally, a new digital leadership, continuous learning and development as well as ethics and governance, as part of a digital culture, can be relevant antecedents to achieve digital maturity.

The findings of this paper contribute to information systems literature by providing a base for future empirical studies on the antecedents which lead to a successful guidance through digital transformation.

GREEN INNOVATIVE ACTIVITIES AND FIRM'S MARKET-BASED PERFORMANCE: THE IMPACT OF FIRM MATURITY

Dante I. Leyva de la Hiz¹, María Teresa Bolívar Ramos²

¹Montpellier Business School, Francia; ²Universidad Autónoma de Barcelona

Environmental innovations has proven to improve company's image, open new markets and develop long-lasting competitive advantages, among others. Yet, the complexity associated with green innovations, as well as the uncertainty they involve, provide also important drawbacks, hence nurturing a debate about the positive (vs. negative) relationship between the development of environmental innovations and firm performance. In this paper, we try to elucidate on this debate by bridging the arguments stated by both advocators and detractors of environmental innovations. More particularly, we state that the relationship between environmental innovations and firm performance, but it has an U-inverted shape. That is, moderate and medium levels of environmental innovations are positively related with firm performance, whereas an overemphasis of such innovations is shown to be detrimental. Additionally, we study the moderating effect that firm's age has on this relationship by showing that as companies mature, they have more difficulties in capitalizing from environmental innovations. Our longitudinal analysis of large corporations from the electrical components and equipment industry worldwide during the period 2006-2009 confirms our predictions.

CONDUCTING ACTION RESEARCH TO IMPROVE OPERATIONAL EFFICIENCY IN MANUFACTURING: THE CASE OF A FIRST-TIER AUTOMOTIVE SUPPLIER

Juan Vicente Tébar-Rubio, Francisco Javier Ramírez-Fernández, María José Ruiz-Ortega

Universidad de Castilla La Mancha, España

Optimising available resources and minimising production costs and throughput time is vital for first-tier suppliers in the worldwide automotive sector. To develop this type of optimisation and efficiency, MAHLE applied Action Research (AR) in one of its factories located in Spain. A multidisciplinary collaborative work team was created with the aim of deploying the AR initiative in combination with Lean Manufacturing and Six Sigma tools. Four improvement and learning cycles were deployed and key performance metrics were defined to collect and measure data in order to analyse the improvements achieved. The application of the AR initiative in the production line of a power filter device enabled improvements in both production times and quality indicators in the manufacturing process. The most outstanding results were the improvements made in the decrease in initial throughput time (34.78%) and in average daily rejections (73.53%). In addition, the AR initiative generated practical and theoretical contributions for business and academia, allowing the AR initiative to be applied in other areas of the company, and contributing to the current state of the art in the industrial application of this methodology.

MESA INTERACTIVA II: DIRECCIÓN DE OPERACIONES Y TECNOLOGÍA

Martes, 29/06/ 2021: 13:00 - 14:15

Presidente de la sesión: Juan José Tarí Guillo

ORGANIZATIONAL CITIZENSHIP BEHAVIOR FOR INTEGRATED MANAGEMENT SYSTEMS PERFORMANCE

Alexandra Simón Villar

Universidad Autónoma de Barcelona, España

• Objectives

The main objective of this article is to use the Organizational Citizenship Behavior (OCB) conceptual framework to show that individual, non-mandatory quality, environmental and Organizational Health and Safety (OHS) initiatives in the workplace can play an essential role in improving the efficiency of Integrated Management System (IMS) practices within organizations.



- Theoretical Framework

This paper contributes to IMS research by extending the theoretical application of OCBs proposed by several authors to the environment to the other two main management systems of the organization: quality and OHS.

- Methodology

An exploratory case study based on interviews to managers in charge of the management systems from five companies located in the province of Barcelona, Spain, was performed.

- Results/implications

The results show which OCBs are needed to meet the complex challenges of IMS. The main aspects highlighted by the organizations include altruism among employees to encourage each other to engage in different initiatives in the IMS; organizational loyalty, which includes support for IMS objectives and defense of the corporate image to stakeholders; and self-development voluntary behaviors in form of training to develop personal knowledge, skills, and abilities that help contribute to IMS functioning.

EXPOSING DISRUPTIONS IN GLOBAL VALUE CHAINS

Iván Montiel¹, Leopoldo Gutiérrez², Ana Castillo², Andrés Velez³, Elena Galante⁴

¹Baruch College, City University of New York, USA; ²Universidad de Granada, España; ³Universidad EAFIT, Colombia; ⁴Sustainable Mobility Observatory Sustainability Excellence Club, Spain

During the first months of 2020, COVID-19 challenged the functioning of the entire world including global business and their value chains. We identify six critical disruptions in global value chains and companies' responses in the apparel industry. Our analysis identifies unique firm capabilities and stakeholder partnerships that helped apparel companies respond to the global emergency, not only to mitigate damage but also to innovate rapidly and responsibly along their value chains. We offer managerial take-aways to help managers be more prepared for future disruptions, not only for future pandemics but also other global threats including natural disasters and climate change.

IMPACTO DE LOS PRINCIPIOS Y PRÁCTICAS DE LA GESTIÓN DE LA CALIDAD EN EL DESARROLLO DE LA EXPLORACIÓN ORGANIZATIVA. ANÁLISIS EN LA INDUSTRIA AGROALIMENTARIA ECOLÓGICA ESPAÑOLA.

Aldo Giovanni Caypa Altare, María D. Moreno-Luzón

Universidad de Valencia, España

La exploración organizativa se ha posicionado como un tema de gran interés, poco estudiado y de relevancia en la literatura actual, debido a su importancia como herramienta fundamental para asegurar la sostenibilidad y rentabilidad futura de las organizaciones. En cuanto a su relación con las prácticas de la gestión de la calidad, aun no hay suficiente evidencia de cómo influyen estas prácticas en la exploración organizativa. Esta investigación se ha fundamentado en una extensa y profunda revisión de la literatura, donde se analizó cual es el papel de las prácticas de la gestión de la calidad, agrupados en cuatro grandes grupos, procesos, personas, proveedores y clientes, en el desarrollo de la exploración organizativa. El modelo propuesto fue probado en una muestra de 350 empresas pertenecientes a la industria agroalimentaria ecológica española. Los resultados proveen evidencia empírica de que las prácticas de la gestión de la calidad sobre los procesos están asociadas positivamente al desarrollo de la exploración organizativa. Pero contrario a las predicciones esperadas, se encontró que las prácticas de la gestión de la calidad sobre las personas, proveedores y clientes, no mostraron un efecto significativo en el desarrollo de la exploración organizativa.



MESA INTERACTIVA I: ESTRATEGIA

Lunes, 28/06/ 2021: 17:00 - 18:30

Presidenta de la sesión: **Ángeles Montoro-Sánchez**

INDEPENDENT DIRECTORS' DIVERSITY AND FIRM INNOVATION

Johana Sierra-Morán, Laura Cabeza-García, Nuria González-Álvarez

Universidad de León, España

Although the literature on corporate governance and firm innovation finds that board independence is important, we propose that the presence of independent directors alone is not enough to explain their impact on firm innovation. Our study analyses if diversity among independent directors moderates the relationship between board independence and firm innovation. Using panel data on Spanish listed companies, our findings suggest that independent directors have a negative effect on firm innovation but that, when there are high levels of gender and nationality diversity among such directors, this negative effect may be mitigated.

STRATEGIC AGILITY: A BIBLIOMETRIC ANALYSIS

Enrique de Diego, Paloma Almodóvar

Universidad Complutense de Madrid, España

This article uses citation analysis to explore the stage of maturity of the topic of strategic agility and science mapping analysis to examine how the research into strategic agility has evolved over the period 1996-2021. The study is performed with SciMAT bibliometric analysis software using co-word analysis in a longitudinal framework across five study periods. The results show that strategic agility is a topic that yet lacks consensus in its definition and reach. Likewise, the topic has not yet reached maturity, and that there are several thematic areas in the field, where Information Technology shows to be particularly relevant across all the study periods but also observing very different themes such as Collaboration, Competitive advantage, Innovation, or Education.

CONTRACTUAL COMPLETENESS AND FIRM PERFORMANCE: THE CASE OF FRANCHISING

Vanesa Solís Rodríguez, Manuel González Díaz

Universidad de Oviedo, España

We analyse the impact of contract completeness on the financial performance of franchise chains and its effectiveness as a safeguard. We argue that the influence of completeness on performance is contingent on the fit between characteristics of the transaction (linked to contractual hazards and experience) and the degree of completeness. However, our results suggest that those practices that theoretical and empirical literature has identified as the more appropriate in terms of contractual design do not lead to a higher franchisor performance. On the contrary, they indicate that completing the contract is always the best practice in terms of performance, not only when there is the appropriate fit with transaction characteristics. This supports the idea of the importance of formal contract in the case of franchising, a type of interfirm relationship in which the use of relational governance mechanisms is practically impossible.



MESA INTERACTIVA I: INNOVACIÓN DOCENTE

Lunes, 28/06/ 2021: 10:00 - 11:30

Presidenta de la sesión: **M. Teresa Martínez Fernández**

LA AGRUPACIÓN DE ALUMNOS EN LA ENSEÑANZA SUPERIOR Y SU EFECTO SOBRE EL APRENDIZAJE

María Isabel Barba Aragón

Universidad de Murcia, España

Objetivos: el proyecto de innovación docente en el que se basa este trabajo tiene un doble objetivo. Por un lado, favorecer el aprendizaje cooperativo en la educación superior y, por otro, conocer y comparar cómo influye la agrupación del alumnado sobre los resultados del proceso de enseñanza-aprendizaje.

- Marco teórico: el aprendizaje cooperativo pretende que los estudiantes trabajen en equipo, ayudándose a resolver sus dudas. La cuestión que se plantea es cómo realizar el agrupamiento del alumnado. Este trabajo analiza el efecto de distribuirlo en función del rendimiento académico creando grupos homogéneos y grupos heterogéneos.

- Metodología: a través de un análisis de la varianza se estudia si existen diferencias significativas en los resultados del aprendizaje obtenidos por 48 alumnos en función del tipo de agrupación propuesta.

- Resultados/implicaciones: los resultados del proceso de enseñanza-aprendizaje son mejores en los grupos heterogéneos que en los homogéneos.

EL EMPRENDIMIENTO SOCIAL EN INGENIERÍA. UN ANÁLISIS EN ESTUDIANTES DE INGENIERÍA INDUSTRIAL.

María Dolores Alejo Ruiz, Eva Martínez Caro

Universidad Politécnica de Cartagena, España

- Objetivos: Este trabajo pretende analizar el impacto de la formación en emprendimiento social sobre las competencias y la actitud emprendedora de los futuros ingenieros.

- Marco teórico: Dada la importancia de promover una cultura emprendedora, las universidades se han lanzado a ofertar diversos programas de emprendimiento. Estos programas no son exclusivos de las escuelas de negocios sino que se enfocan a otros ámbitos como la educación en ingeniería. Sin embargo, los resultados de investigaciones previas sobre los beneficios de los programas de emprendimiento son inconsistentes. Es necesario incluir nuevos enfoques como el emprendimiento social o la medición de resultados a través de las habilidades adquiridas por los estudiantes y el fomento de la actitud emprendedora de los estudiantes.

- Metodología: Utilizando el desarrollo de planes de empresa se analizan los resultados de una muestra de 92 estudiantes de ingeniería de la rama industrial, respecto al desarrollo de competencias transversales, la motivación y la intención emprendedora.

- Resultados/implicaciones: Esta experiencia ha concienciado a los estudiantes sobre la oportunidad de desarrollar soluciones emprendedoras industriales al servicio de la sociedad, a la vez que les ha permitido adquirir a nivel muy satisfactorio diversas competencias transversales y despertar su intención emprendedora.

EDUCACIÓN A DISTANCIA IMPUESTA POR LA COVID-19: PERCEPCIONES DEL ALUMNADO UNIVERSITARIO A RECONSIDERAR

Isabel Olmedo-Cifuentes, Inocencia M^a Martínez-León

Universidad Politécnica de Cartagena, España

Objetivos. Este trabajo teórico tiene dos objetivos. Primero, describir la situación impuesta en la educación universitaria como consecuencia de la COVID-19. Y segundo, determinar cómo se podrían estimar y mejorar percepciones del alumnado como su motivación, satisfacción y compromiso en un entorno forzado de educación a distancia.

Marco teórico. El trabajo incluye una recopilación de las circunstancias vividas por las universidades españolas ante la pandemia y un estudio de las herramientas previamente utilizadas para sustentar la elección de las más adecuadas.

Metodología. Introduce una amplia revisión de la literatura sobre la medición de las variables estudiadas, tanto en educación presencial como a distancia. Tras su análisis y comparación en tablas, se ofrece una propuesta que se ajusta a la situación impuesta por la pandemia.

Resultados/implicaciones. Se proponen las medidas específicas que pueden utilizar las universidades para medir y potenciar la motivación, satisfacción y compromiso de sus estudiantes durante la crisis del COVID-19. Además, se ofrecen una serie de recomendaciones de acuerdo a las limitaciones derivadas de la pandemia y al contenido de las escalas revisadas. Todo ello es un punto de partida para relacionar estas estimaciones con tasas de éxito, persistencia y abandono de los estudios universitarios.



EL ESPACIO IMPORTA. DISEÑO DEL PROYECTO AULAS TEAM

Teresa Vallet-Bellmunt¹, Teresa Martínez-Fernández¹, Edurne Zubiria-Ferriols¹, Ilu Vallet-Bellmunt¹, Merche Marqués-Andrés¹, Víctor del Corte-Lora¹, Inma Bel-Oms²

¹Universitat Jaume I, España; ²Universitat de València, España

- **Objetivos.** En una Universidad pública española se han creado dos aulas (denominadas TEAM) para potenciar el aprendizaje cooperativo. Este trabajo tiene como objetivo describir el proyecto y los espacios y presentar los resultados de la primera de sus cuatro fases de implementación.
- **Marco teórico.** Para promover el aprendizaje de los alumnos y las capacidades imprescindibles en el siglo XXI, algunas universidades están creando "Espacios de Aprendizaje Activo o AAA" que reemplazan a las aulas tradicionales de clase magistral.
- **Metodología.** El proyecto TEAM tiene cuatro fases: Fase 1: Inicial de gestión del proyecto; la Fase 2: Diagnóstico sobre necesidades de formación y propuestas de cambios en espacios y tecnología; la Fase 3: Implementación del prototipo de Aula TEAM y la Fase 4: Funcionamiento donde se recoge información y se recomiendan cambios.
- **Resultados/implicaciones.** En el momento de presentar esta comunicación se estaban recogiendo los datos sobre la Fase 2: Diagnóstico 1. Debido a la aparición de la COVID-19 en el 2º semestre del curso 19-20, el proyecto se mantiene suspendido. Como resultado principal podemos señalar que el clima generado para el trabajo en equipo es excelente, redundando en unos mejores resultados de aprendizaje.

DESARROLLO DE HABILIDADES DIRECTIVAS DURANTE EL PERIODO DE PRÁCTICAS EN EMPRESAS

Carmen González-Zapatero Redondo, Gustavo Lannelongue, Javier González-Benito, José Antonio Chamorro Zarza, Ángel Riesco Valdunciel, Santiago Rodríguez Anaya

Universidad de Salamanca, España

Resumen estructurado (máximo 200 palabras):

- **Objetivos:** Desarrollo de habilidades directivas en el contexto del periodo de prácticas en empresas.
- **Marco teórico:** Teoría del aprendizaje de Maslow.
- **Metodología:** El proyecto de innovación docente se implantó a través de sesiones magistrales presenciales, encuestas, dinámicas de autoaprendizaje y mejora continua y entrevistas.
- **Resultados/implicaciones.** Los estudiantes reportaron que el proyecto les ayudó a familiarizarse con las habilidades directivas, reconocer cuando las usan, y prepararse para futuros procesos de selección de personal.



MESA INTERACTIVA I: GOBIERNO CORPORATIVO

Lunes, 28/06/ 2021: 8:30 - 10:00

Presidenta de la sesión: **Vanessa Campos-Climent**

THE CURVILINEAR RELATIONSHIP BETWEEN DIGITALIZATION AND FIRM'S ENVIRONMENTAL PERFORMANCE

Gozal Ahmadova¹, Blanca Delgado Márquez¹, Luis Enrique Pedauga²

¹Universidad de Granada, España; ²Universidad de León, España

This study explores the relationship between home country digitalization and firms' environmental performance. We use panel data with 16,926 observations of 5026 firms from 47 countries in 10 sectors, collected from Thomson Reuters Eikon between 2014 and 2019. In this study, we capture three dimensions of home-country digitalization: knowledge, technology and future readiness. Our results reveal the existence of an inverse U-shaped relationship between each dimension of home-country digitalization and firms' environmental performance. Our analysis showed that at first stage, home country digitalization has a positive indirect impacts on environmental performance, e.g. enhanced energy efficiency and resource management, but later, an excess of digitalization causes "rebound effect" with negative consequences on environment, e.g. high electricity consumption, radioactivity, or e-waste.

CORPORATE SUSTAINABILITY AND STRATEGIC ALLIANCES. STUDY OF THEIR RELATIONSHIP THROUGH A BIBLIOMETRIC ANALYSIS

Carmen Talavera Avelino, Joan Ramon Sanchis Palacio, Vanessa Campos Climent, Ana Teresa Ejarque Catalá

Universitat de Valencia, España

Today's society requires organizations to go beyond the pursuit of their economic benefits. They must focus on the implementation of policies aimed at social development and environmental protection. These measures are already necessary for the survival of the current organizations. Through cooperation, entities can implement social responsibility policies easier, thanks to the benefits of the agreement. Therefore, there is a growing tendency among organizations to establish cooperation agreements. However, studies on the relationship between both topics are still scarce. Hence, the purpose of this paper is to analyze and quantify the number of articles in the literature that relate the concepts of corporate sustainability and strategic alliances to determine the specific amount of studies regarding the role that cooperation plays in the implementation of social responsibility policies. To this end, we have conducted a bibliometric analysis concerning both concepts. The results of this analysis show that the number of papers studying the role that cooperation plays in corporate sustainability is still very scarce. Therefore, this study states several possibilities for further research lines to further extend these concepts understanding.

NEW PUPPETS IN THE OLD SCHOOL: THE APPLICABILITY OF TRADITIONAL INTERNATIONALIZATION THEORIES IN THE SHARING ECONOMY

Cristina Pérez-Pérez, Diana Benito-Osorio, Susana María García-Moreno

Universidad Rey Juan Carlos, España

Sharing economy platforms have been expanding at an unprecedented pace all over the world due to their singular characteristics. Although this trend has been noticed and acknowledged, it is still a small amount of research dealing with the sharing economy in general, almost none with their internationalization process in particular. The international business research field has attracted attention for decades, and several internationalization theories have been formulated, but none can fully address the challenges proposed by the sharing economy. This paper intends to provide a general picture of the main internationalization theories, key factors, and their applicability to the sharing economy. We note that existent theories are insufficient to explain and predict cross-borders movements among sharing platforms and provide a foundation to foster future debates regarding a new internationalization theory which can significantly explain and forecast decision taken within the sharing economy business model.

INTER-ORGANIZATIONAL RELATIONSHIPS BETWEEN LOCAL COMMUNITY MEMBERS AND A LOCAL NON-PROFIT ORGANIZATION FOR SOCIAL IMPACT: EVIDENCES FROM A MIXED-METHODS APPROACH

Raquel Antolín-López, Pilar Jerez-Gómez, Susana Benita Rengel-Rojas

Universidad de Almería, España

This article aims to extend the boundaries of extant research on inter-organizational relationships for social impact by identifying and analyzing the motivational factors that foster an active collaboration between local community members and a nonprofit organization. Specifically, we focus on the Natural Park and Integrated Management Natural Area (PN-ANMI) of the Serranía del Iñao in Bolivia where 45 local communities that collaborate with the PN-ANMI Management Committee are located. The Management Committee is a nonprofit organization aimed at preserving biodiversity and enhancing local people's social well-being through the collaboration with different stakeholders. We follow a mixed-methods approach. First, we conduct an inductive study primarily based on the interviews with the 45 local community representatives. Next, we perform a binary logistic regression in a sample consisting of the responses of 799 community members that collaborate with the Management Committee (e.g., micro family farms, micro businesses, producers unions, local associations for conservation, and regular dwellers) to validate the findings from the qualitative analysis. Our results show the relevance of ten motivational factors that we aggregated into four theoretical dimensions (environmental preservation, community well-being, self-esteem, and organizational effectiveness).



MESA INTERACTIVA II: GOBIERNO CORPORATIVO

Lunes, 28/06/ 2021: 10:00 - 11:30

Presidenta de la sesión: **Lucía Garcés-Galdeano**

FAMILY FIRMS AND READABILITY: THE ROLE OF FEMALE DIRECTORS

Lucía Garcés-Galdeano, Isabel Abinzano, Beatriz Martínez

Universidad Pública de Navarra, España

Aim: Our paper aims to investigate the influence of gender board diversity on the readability of firms' annual reports in the context of publicly held family firms.

Theoretical framework: Grounded in the SEW approach (Gomez-Mejia et al., 2007) and executive power (Finkelstein, 1992) this paper explores the ways in which family-affiliated female directors influence readability. We argue that the influence of women directors on readability will be contingent on their relative power and legitimacy within the board.

Methodology: To test the hypotheses, we apply the system GMM estimator, which is a panel data estimator that uses instrumental variables and captures individual heterogeneity (individual effect, $\eta_{i,t}$).

Findings: Our analysis confirms that female directors increase annual report readability when they are family members. In addition, we observe that the presence of women family insider directors significantly increases firm readability. On the contrary, family outsider directors decrease the level of firm readability.

WOMEN ON BOARDS AND FIRM PERFORMANCE ON SPANISH STATE-OWNED ENTERPRISES

Nuria Esteban Lloret, Ester Gras Gil, Rocío Moreno Enguix

Universidad de Murcia, España

The lack of studies of women in a management position in the Spanish public sector and the importance of SOEs to favor economic development and protect the country's strategic sectors and their importance in overcoming the current situation caused by the covid-19 pandemic, requires an analysis of their economic-financial situation and their management bodies, as a mean to improve their financial performance.

Thus, in this work we are going to carry out a study, using panel data, on the relationship between gender diversity in management positions and the results obtained by unlisted Spanish SOE during the years 2011-2018.

Finding support that the presence of women in boardrooms affects positively the financial performance of SOEs, and in line with Kanter (1977), improvements are higher for a critical mass of women on boards.

LA BRECHA DIGITAL DE GÉNERO: ESTUDIO COMPARATIVO ENTRE ESPAÑA Y ARGELIA

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Hoy en día, la incorporación de las mujeres al mundo laboral está condicionada por varias brechas en el acceso y el uso de Internet y otros recursos de las TIC, razón por la que se analiza esta situación entre España y Argelia, así como las causas que impiden su integración en la sociedad, que permitan tener las mismas oportunidades en todos los campos.

Los resultados de esta investigación se han obtenidos de la comparación entre los dos países, en término de educación, empleo, acceso y uso de las TICs, para reflejar el desafío que genera un valor agregado en la economía y en la sociedad, ya que la participación activa de las mujeres en el campo tecnológico contribuye al desarrollo sostenible de sus países. Concluyendo con recomendaciones culturales, sociales y económicas para reducir la brecha digital de género.

DECONSTRUCTING ENVIRONMENTAL STRATEGIES: FROM REACTOS TO UPCYCLERS

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AIM: During the last three decades, several proposals have explored the environmental stance of the firms showing different typologies of environmental strategies. Nevertheless, current climate emergency calls for an enriched understanding of the firm's environmental positioning as well as new business model solutions and more advanced environmental strategies able to reverse the situation. In this sense, our research refines and develops the existing theory in two distinct ways.

THEORETICAL FRAMEWORK: Strategy, Innovation and Environmental studies.

METHOD: Literature review through deconstructing existing environmental strategies into their key dimensions based on Strategy and Innovation and Learning traditions,

RESULTS/IMPLICATIONS: Firstly, we offer an enriched understanding and refinement about their nature and implications, traditionally focused on the reduction of negative environmental externalities. Secondly, we develop a theory by fleshing out a new environmental strategy, called up-cycling, that conveniently addresses the big challenge of climate emergency by showing a new firm's environmental positioning where companies not only reduce their negative environmental externalities but also remove and reverse current environmental degradation and create by the first time, by means of a 'new sustainable capitalism', positive environmental externalities in their daily business activities.





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